THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

1990 BUDGET

90-07245/

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Region of Hamilton-Wentworth, Ontario

For the Fiscal Year Beginning

January 1, 1989

Jeffrey L. Esser

President

Executive Director

REMARKS OF THE CHAIRMAN

TO ALL MEMBERS OF COUNCIL:

I am pleased to present Hamilton-Wentworth's 1990 Current and Capital Budgets. This is the seventh year that the Region has produced the Current and Capital Budgets as a composite budget document.

The 1990 budget shows that Hamilton-Wentworth is well positioned to meet the challenges of the 1990's. Over the last decade, the Region has become an important regional center with a growing and diversified economy. The Region's "AAA" bond rating testifies to Hamilton-Wentworth's strong financial position.

The Region couples its economic and financial strength with an understanding of the importance of planning for the future. Foremost on the Region's agenda is the promotion of the health and welfare of our citizens and the maintenance of economic growth within the context of sustainable development. A number of task forces and committees have been established to help guide the Region's policy makers into the 1990's. These include the Chairman's Task Force On Affordable Housing, an Advisory Committee on Environmental Issues and a Sustainable Development Task Force.

To successfully carry out our future plans, the Region must maintain a strong financial position. Careful budgeting has been one of the keys to the Region's past success and will continue to play an important role in the Region's future success. The 1990 Current and Capital Budgets continue past trends of careful budgeting and they address the needs of our community as efficiently and economically as possible.

The 1990 Regional Service Bill will increase by 7.7 per cent for an average residential taxpayer. Almost half of this increase is the result of Provincially Legislated Programs which we will be carrying out in our community. Although the cost of these programs limited the Region's financial flexibility, Council was still able to maintain an appropriate level of funding in areas of importance such as the environment and social welfare.

I would like to thank the Chairman and Members of the Finance and Personnel Committee and all other Spending Committees for producing good results and for their contribution to the 1990 budget process.

My appreciation to the Hamilton-Wentworth Board of Commissioners of Police, for their continued co-operation and to all other Boards and Commissions who continue to provide a high quality of community service while at the same time being very conscious of the cost to our taxpayers.

I acknowledge the efforts of the Chief Administrative Officer and Management Team in the preparation and review of all budgets and the efforts of the Commissioner of Finance in clearly outlining the financial policy options available to Council. With the rising cost of providing services to our taxpayers, we will continue to seek out the most cost effective methods of providing Regional services.

Yours truly,

RJWhynott

R.J. (Reg) Whynott
Regional Chairman

TABLE OF CONTENTS

INTRODUCTION

	Page
Remarks of the Regional Chairman	1
Table of Contents	2-4
Budget Message	5-8
The Regional Municipality of Hamilton-Wentworth	9
Members of Regional Council	10
Committees of Regional Council	11
Regional Administration	12
Revenue Sources	13
Budgetary Cycle	14
1990 Budget Process	15
BUDGET OVERVIEW	**17**
Letter of Introduction from the Treasurer and Commissioner of Finance	18-22
1990 Consolidated Expenditure and Revenue	23-24
Summary of 1990 Gross Current Expenditure and Revenue	25
Graph - 1990 Gross Current Expenditure and Revenue	26
Summary of 1990 Net Current Expenditure and Revenue	27
Summary of 1990 Five-Year Capital Budget - Expenditures	28
Summary of 1990 Five-Year Capital Budget - Revenue	29
Graph - 1990 Five-Year Capital Budget	30
Projected Capital Reserve Position	31
Five-Year Forecast of Regional Current Budget	32
Graph - Where your Regional Dollar Goes	33
Total Regional Service Bill and Incremental Impact	34
Four-Year Historical Review with 1990 Projections	35-36
Permanent Staff Complement by Function	37

CURRENT AND CAPITAL BUDGETS BY FUNCTION

General Government Services	**39**
Performance Measurements	40
Statement of Purpose	41
1990 Consolidated Expenditure and Revenue	42-43
Five-Year Current Budget Forecast	44
Five-Year Capital Budget - Corporate Services	45
Five-Year Capital Budget - Grants to Community Groups	46
Protection To Persons and Property	**47**
Performance Measurements	48
Statement of Purpose	49
1990 Consolidated Expenditure and Revenue	50-51
Five-Year Current Budget Forecast	52
Five-Year Capital Budget - Police	53
Five-Year Capital Budget - Emergency Services	54
Five-Year Capital Budget - H.S.P.C.A.	55

TABLE OF CONTENTS (Cont'd)

Page

Transportation Services 57

Performance Measurements 58
Statement of Purpose 59
1990 Consolidated Expenditure and Revenue 60-61
Five-Year Current Budget Forecast 62
Five-Year Capital Budget - Roadways 63
Five-Year Capital Budget - Freeway 64
Five-Year Capital Budget - Transit - Hamilton Street Railway 65
Five-Year Capital Budget - Transit - Canada Coach Lines 66
Five-Year Capital Budget - Airport 67

Environmental Services 69

Performance Measurements 70
Statement of Purpose 71
1990 Consolidated Expenditure and Revenue 72-73
Five-Year Current Budget Forecast 74
Five-Year Capital Budget - Sanitary Sewers 75
Five-Year Capital Budget Water Works 76
Five-Year Capital Budget - Storm Sewers 77
Five-Year Capital Budget - Solid Waste 78
Five-Year Capital Budget - PARCILS 79

Health Services 81

Performance Measurements 82
Statement of Purpose 83
1990 Consolidated Expenditure and Revenue 84-85
Five-Year Current Budget Forecast 86
Five-Year Capital Budget - Hospitals 87
Five-Year Capital Budget - Health 88

Social and Family Services 89

Performance Measurements 90
Statement of Purpose 91
1990 Consolidated Expenditure and Revenue 92-93
Five-Year Current Budget Forecast 94
Five-Year Capital Budget - Assistance to Aged Persons 95

TABLE OF CONTENTS (Cont'd)

	Page
Recreation and Cultural Services	**97**
Performance Measurements	98
Statement of Purpose	99
Consolidated Expenditure and Revenue	100-101
Five-Year Current Budget Forecast	102
Five-Year Capital Budget - Library	103
Five-Year Capital Budget - Confederation Park	104
Five-Year Capital Budget - McMaster University	105
Five-Year Capital Budget - Heritage Village	106
Economic Development and Planning	**107**
Performance Measurements	108
Statement of Purpose	109
Consolidated Expenditure and Revenue	110-111
Five-Year Current Budget Forecast	112
Five-Year Capital Budget - Economic Development	113
Appendices	**115**
External Debt - Annual Charges	116
External Debt - Principal Outstanding	117
Internal Debt - Annual Charges	118
Internal Debt - Due to Reserves	119
Budget Policies - Capital Financing	120
Budget Policies - Debenture Financing	121
Assumptions - 1990 Current Budget	122
Assumptions - 1990-1994 Capital Budget	123
Glossary of Terms	124-127

BUDGET MESSAGE

1990 HAMILTON-WENTWORTH BUDGET

The 1990 Budget was approved by Regional Council on April 17, 1990. The 1990 Budget represents the culmination of many months of hard work by Council and staff.

Hamilton-Wentworth's 1990 Operating Expenditures, including transfers to the Capital Program, total $409.8 million. The Region's 1990-94 Capital Budget Forecast was approved at $846.8 million.

The 1990 Budget implements the overall goals and objectives of Regional Council and was prepared according to a set of specific guidelines established by Regional Council.

The 1990 Budget includes performance measurements set by each department for all programs and activities for which they are responsible. Performance measurements ensure that available resources are being allocated efficiently and effectively to budget programs and activities.

Prevailing economic and financial conditions had a significant impact on the 1990 Budget through budget estimates. In setting the parameters for preparing the budget, the trends of several financial and economic indicators were reviewed, and provided to departments as they prepared their individual budgets.

Provincially and Federally Legislated Programs had a dramatic impact on this year's budget. These Programs resulted in an additional 3.63% increase to the Region's 1990 Maintenance Budget.

1990 CURRENT BUDGET HIGHLIGHTS

Hamilton-Wentworth's 1990 Gross Operating Expenditures, including transfers to the Capital Program, increased by $45.4 million or 12.5% over 1989.

The resulting tax levies to support these expenditures come to $138.5 million for all property tax levies (The Region has special levies for Transit, Libraries and Land Drainage). In addition to tax levies, the Region provides water and sanitary sewer services on a self-supporting basis.

The average Residential Regional Service Bill for 1990 totals $686. This includes charges for water and sanitary sewers. The Service Bill calculations are based on an average assessment of $6,840 for Stoney Creek and $5,000 for the remaining Area Municipalities.

For an average residential property taxpayer in Hamilton-Wentworth, the 1990 Budget represents a 7.7% increase over 1989. The 1990 Budget will add an additional $49 to the average residential homeowner's 1990 annual Regional Service Bill.

The increase was attained through a 3.52% increase in the maintenance budget, a 0.55% increase due to new or enhanced programs and cost reductions and 3.63% increase due to Provincially and Federally Legislated Programs.

The 1990 Budget addresses many of the important issues that will face the Region in the 1990's. The Budget indicates the direction the Region is taking with respect to the services that it provides.

Health, Social and Family Services

Expenditures for Health, Social and Family Services total $119.4 million or 29.1% of the Region's 1990 Gross Operating Budget. These services represent the single largest gross expenditure item in the Region's 1990 Operating Budget. Gross expenditure for these services has increased by 19.9% over 1989. The portion of the Regional Service Bill used for Health, Social and Family Services totals $91, an increase of 17.8% over 1989.

BUDGET MESSAGE

Health, Social and Family Services include General Welfare Assistance, Assistance to Aged Persons, Day Nurseries, Community Health Protection, Control of Communicable Diseases, Home Care and Public Health Education.

Major new initiatives will be undertaken in the Health, Social and Family Services area in 1990. These new Provincial Government initiatives will result in new programs for the Region in 1990.

In the area of social assistance, the Province has introduced new programs to improve child benefits, increase shelter allowances and the eligibility for the working poor to receive assistance through "top-ups". The Province also introduced a new Support To Employment Program. It involves several changes to the existing General Welfare Assistance system and offers incentives for recipients to seek employment.

Over the next four years, the Region's Public Health Services Department is required, under the Health Protection and Promotion Act, 1983, to implement a number of new public health programs. Health Departments must ensure that a variety of programs are available to help children, adolescents, adults and the elderly achieve and maintain good health.

Protection To Persons and Property

The Region budgeted $61.6 million for these services, or 15.0% of the 1990 Gross Operating Budget. This is an increase of 13.4% over 1989 gross expenditures. The portion of the Residential Regional Service Bill used for these services was $182, a 10.6% increase over 1989.

Unlike many of the other expenditure items, the Region receives very little subsidy from the Province for the provision of these services. Therefore, in terms of net Regional tax dollars, this is the largest expenditure item at $59.6 million or 36% of the net budget.

Protection To Persons and Property consist of Police, Emergency Services and the Conservation Authorities.

The Police budget had realized a significant increase due to the transfer of court security and forensic accounting services from the Province to the Region and a requirement for additional staff training. These changes cost the Region an additional $931,000 in 1990.

Transportation

An efficient Transportation system is essential to maintaining and enhancing Hamilton-Wentworth's economic development.

Transportation Services consist of Roadways, Hamilton Street Railway Operations, Canada Coach Lines, Disabled and Aged Regional Transit (D.A.R.T.S.) and the Regional Airport.

Transportation is the second largest expenditure item in the Gross Operating Budget at $107.8 million or 26.3% of gross expenditures. Gross expenditures for Transportation Services increased by $8.5 million or 8.6% over 1989. The portion of the Regional Service Bill used for Transportation Services totals $124, an increase of 9.1% over 1989.

BUDGET MESSAGE

Environmental Services

Environmental Services have always played an important part in the Region's Budget. In the 1990 Budget, the Region continues to invest heavily in infrastructure improvements.

Environmental Services consist of the Sanitary Sewer System, Water Works System, Storm Sewers (Hamilton only), Solid Waste, PARCILS and Engineering Services.

Gross expenditures for Environmental Services total $86.9 million, or 21.2% of the Gross Operating Budget. This represents an increase of 12.6% over 1989. The Residential Regional Service Bill for Environmental Services totals $221, an increase of 1.6% over 1989.

Planning And Development

Planning and Development includes economic development and planning and development services.

Gross expenditures total $7.4 million, an increase of 12.5% over 1989. The Residential Regional Service Bill for these services totals $15, an increase of 8.3% over 1989.

Although this is one of the smaller budget items, Planning and Economic Development expenditures have been the fastest growing expenditure item over the last 5 years. To a large extent, this reflects the implementation of the Region's Economic Strategy, which was completed in 1986.

Recreation and Culture

Recreation and Cultural Services consist of Library Services, Museums, Recreational Parks and Cultural Grants.

Gross expenditures for Recreation and Cultural Services total $6.8 million. This represents a 14.8% increase over 1989. The Residential Regional Service Bill for these services totals $18, an increase of 9.5% over 1989.

1990-94 Capital Budget Highlights

The 1990-1994 Capital Budget Forecast was approved at $846.8 million, it is the largest Capital budget in the history of the Region. The increase over the previous 5 year capital budget forecast is 30.8% or $199.6 million. The change within specific functions from the previous 5 year Capital budget is as follows:

	($million)
Transportation	139.9
Health & Social Services	-1.2
Recreation & Culture	8.5
Protection	2.3
General Government	31.4
Economic Development	22.3
Environment	12.9
	$199.6

Capital budget highlights include $209 million for the Redhill Creek Expressway, $51 million for the planned new Regional Headquarters and $66 million for a storm sewer replacement program.

The Redhill Valley Expressway is a major transportation project that will traverse the Hamilton Mountain and link highway 403 and the Queen Elizabeth Way. This project is designed to reduce through traffic on Mountain residential streets, improve safety for motorists, provide an acceptable truck transportation route, and support growth and development of the Mountain urban area in Hamilton, Stoney Creek and Ancaster. Portions of the roadway will be opened to traffic in 1994 and 1996. The total cost of the project is estimated at $392.4 million.

The $66 million storm sewer replacement program includes $12 million for an accelerated storm sewer replacement program. The additional funding is meant to address the flooding problem that has occurred in parts of the Region in recent years.

BUDGET MESSAGE

Presently, a consultant is preparing a report on different options for the design of the new Regional Headquarters building.

The Capital budget provides for external debenture financing of $138.4 million for roadways, homes for the aged, police, corporate services and storm sewers. These programs are of a non-recurring nature and will provide definite long-term benefits to the Region

The Capital budget continues to incorporate the Development Policy approved by Council in 1986. The budget includes $36.6 million of expenditures to be funded from Lot Levies. This is an increase of $6 million over the previous Capital Budget. The purpose of the policy is to provide the required service for new residential development growth without increasing the burden to the existing tax base.

PROVINCIAL AND FEDERAL POLICIES

In recent years there has been a trend toward the transfer of responsibilities and associated costs from the Federal and Provincial governments to municipalities. Program transfers are usually not accompanied by a compensating increase in the level of funding from the senior levels of government.

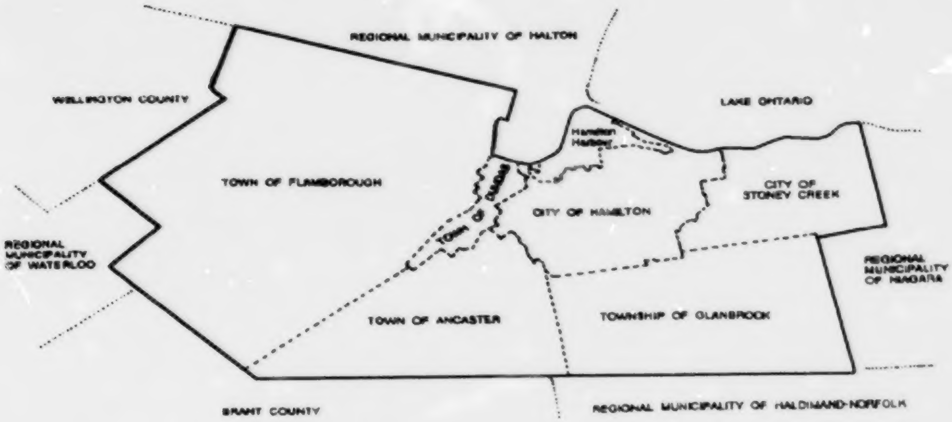
A large portion of the increase in Hamilton-Wentworth's 1990 Service Bill is the result of Provincially Legislated Programs. These Programs cost Regional taxpayers $5.2 million. Provincially Legislated Programs result in an additional 3.1% increase to the Region's Maintenance Budget and the hiring of 65 more staff.

Federal program changes add an additional 0.53% increase to the 1990 Maintenance Budget.

An average taxpayer in Hamilton-Wentworth will pay an extra $20 in 1990 to cover the costs of these programs. This represents about 40% of the increase in the Region's 1990 Service Bill.

In response to the dramatic increase in costs, Regional Council directed the Regional Chairman to prepare a brief for the Minister of Municipal Affairs outlining the impact Provincially Legislated Programs on the taxpayers of Hamilton-Wentworth. A Brief was prepared and forwarded to the Minister in June, 1990.

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH IN THE PROVINCE OF ONTARIO, CANADA



The Region was created in 1973 by the Ontario Legislature under The Regional Municipality of Hamilton-Wentworth Act, 1973. This Act established the Regional Corporation as a municipal corporation in the Province of Ontario and incorporated within the Region the Cities of Hamilton and Stoney Creek, the Towns of Ancaster, Dundas and Flamborough, and the Township of Glanbrook.

Statistical Data

Area Municipality	Population	No. Of Households	Size (Hectares)	Density Per Hectare	Council Members	% of Population In Region
Ancaster	21,260	6,809	18,057	1.18	2	4.8
Dundas	21,230	7,699	2,350	9.03	2	4.8
Flamborough	28,605	9,597	49,613	.58	2	6.5
Glanbrook	9,651	3,117	50,438	.19	2	2.2
Hamilton	313,981	129,166	12,224	25.69	17	71.0
Stoney Creek	47,636	16,192	9,480	5.02	2	10.7
Chairman					1	
Total	442,363	172,580	142,162		28	100.0

SOURCE: 1989 Regional Assessment Commisisoner's Annual Report, Hamilton-Wentworth Region

MEMBERS OF REGIONAL COUNCIL
1989-1991

Chairman

R.J. (Reg) Whynott

Town of Ancaster

Mayor - Robert E. Wade
Councillor - Ann Sloat

Town Of Dundas

Mayor - John Addison
Councillor - John Prentice

Town of Flamborough

Mayor - James Robb
Councillor - Don Granger

Township of Glanbrook

Mayor - Helen Bell
Councillor - Glen Etherington

City of Stoney Creek

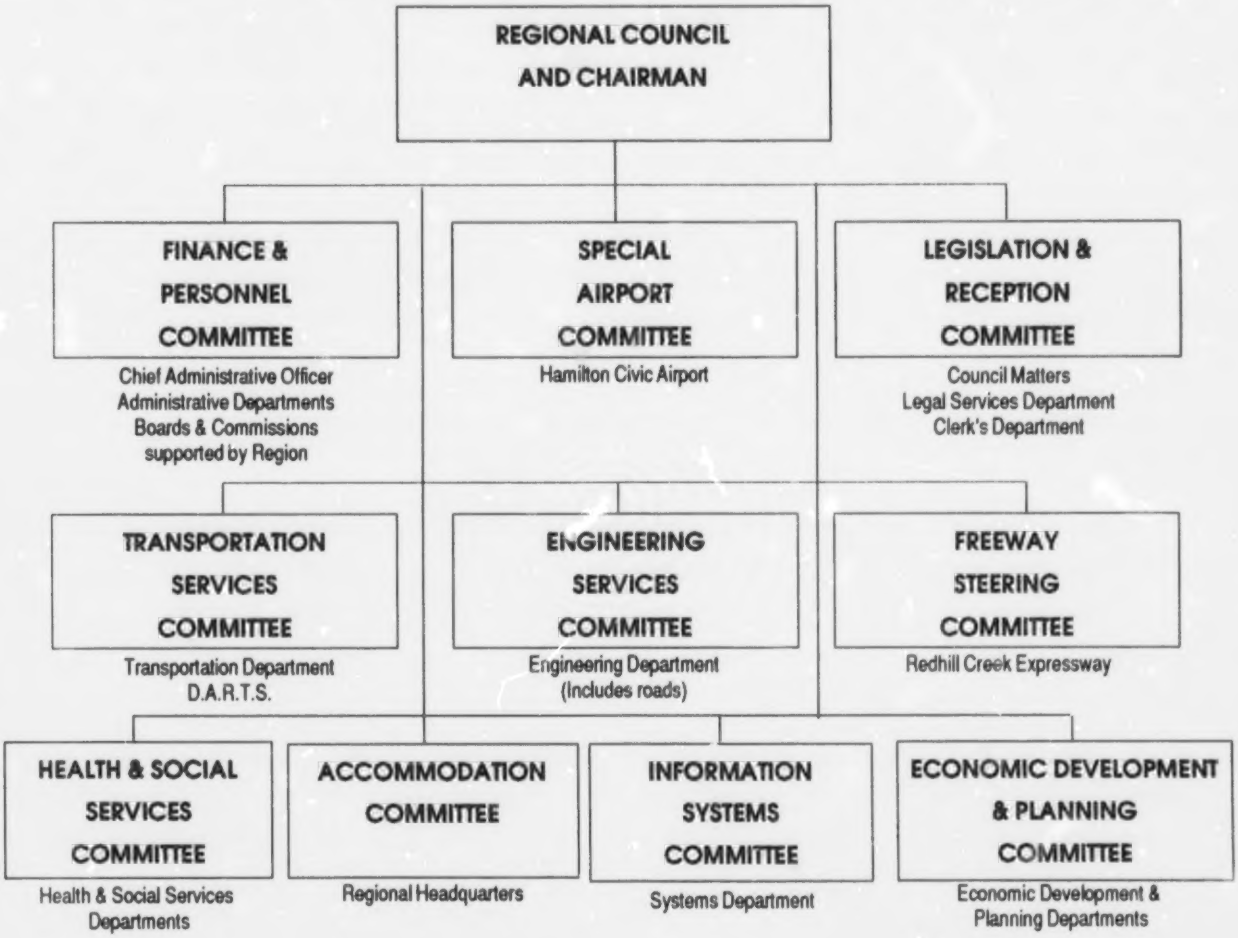
Mayor - Stan Napper
Councillor - Robert Hodgson

City of Hamilton

Mayor - Bob Morrow

Councillor - Dominic Agostino
Councillor - Vince Agro
Councillor - David Christopherson
Councillor - Terry Cooke
Councillor - Geraldine Copps
Councillor - Don Drury
Councillor - John Gallagher
Councillor - Brian Hinkley
Councillor - Tom Jackson
Councillor - Mary Kiss
Councillor - Fred Lombardo
Councillor - William McCulloch
Councillor - Henry Merling
Councillor - Tom Murray
Councillor - Don Ross
Councillor - John Smith

COMMITTEES OF REGIONAL COUNCIL
(Includes Related Boards & Commissions)



REGIONAL COUNCIL AND CHAIRMAN

- **FINANCE & PERSONNEL COMMITTEE**
  - Chief Administrative Officer
  - Administrative Departments
  - Boards & Commissions supported by Region
- **SPECIAL AIRPORT COMMITTEE**
  - Hamilton Civic Airport
- **LEGISLATION & RECEPTION COMMITTEE**
  - Council Matters
  - Legal Services Department
  - Clerk's Department
- **TRANSPORTATION SERVICES COMMITTEE**
  - Transportation Department
  - D.A.R.T.S.
- **ENGINEERING SERVICES COMMITTEE**
  - Engineering Department (Includes roads)
- **FREEWAY STEERING COMMITTEE**
  - Redhill Creek Expressway
- **HEALTH & SOCIAL SERVICES COMMITTEE**
  - Health & Social Services Departments
- **ACCOMMODATION COMMITTEE**
  - Regional Headquarters
- **INFORMATION SYSTEMS COMMITTEE**
  - Systems Department
- **ECONOMIC DEVELOPMENT & PLANNING COMMITTEE**
  - Economic Development & Planning Departments

BOARDS AND COMMISSIONS SUPPORTED BY REGION

POLICE BOARD OF COMMISSIONERS
Police
School Traffic Officers

D.A.R.T.S. BOARD
Disabled & Aged Regional Transit System

LIBRARY BOARD
Wentworth Library

CONSERVATION AUTHORITIES
Halton
Hamilton Region
Grand River
Niagara

CHILDREN'S AID SOCIETIES
Catholic Children's Aid
Children's Aid

R.B.G. BOARD OF DIRECTORS
Royal Botanical Gardens

REGIONAL ADMINISTRATION

W.M. Carson Chief Administrative Officer	CHIEF ADMINISTRATIVE OFFICER DEPARTMENT	Co-ordination of Regional Administration Internal Audit Emergency Services

Administrative Departments

R.C. Prowse Regional Clerk	CLERK'S DEPARTMENT	Secretariat Services - Council and Committees
R. Rozzell Acting Commissioner	LEGAL SERVICES DEPARTMENT	Legal Services - Council, Departments and Boards
J. Johnston Commissioner	HUMAN RESOURCES CENTRE	Personnel Services - Region and City of Hamilton
G.W. Lawson Regional Treasurer & Commissioner	FINANCE DEPARTMENT	Financial Services Accommodation Grants
J. Hindson Director	INFORMATION SYSTEMS	Systems Development Information Services & Support

Operating Departments

D. Turvey Commissioner	TRANSPORTATION DEPARTMENT	Hamilton Street Railway Canada Coach Lines Redhill Valley Expressway
P. Ainsworth Manager	HAMILTON CIVIC AIRPORT	Airport Administration
T. Gill Acting Commissioner	ENGINEERING DEPARTMENT	Roadways Water & Sewers Solid Waste Engineering Services
F. Scott Medical Officer of Health	HEALTH DEPARTMENT	Health Services
M. Schuster Commissioner	SOCIAL SERVICES DEPARTMENT	Social Assistance Homes for the Aged Children's Services Social Services Grants
S. Ghanem Director	ECONOMIC DEVELOPMENT DEPARTMENT	Economic Promotion Industrial Parks
J.D. Thoms Commissioner	PLANNING DEPARTMENT	Region's Official Plan Land Division Services Regional Planning Services

REVENUE SOURCES

The Regional Government in Hamilton -Wentworth is the upper tier of a two-tier system of municipal government, with the six Area Municipalities comprising the lower tier. The Region is generally responsible for specific legislated functions common to the entire Regional Area and has the exclusive authority to issue debentures for the purpose of capital financing for its projects and those of the Area Municipalities.

REVENUE SOURCES

The Budget plan predicts a balanced budget for 1990 and future years. Expenditures for current purposes to be funded from Reserves are reflected in the current operating budget. The Capital Budget reflects funding requirements for projects in progress and new projects.

Taxation

Regional tax revenue is raised each year in the form of amounts requisitioned by the Regional Council from the Area Municipalities which, in turn, levy on the taxpayers. The Region apportions the General Levy among the Area Municipalities by applying the proportionate share of the total equalized assessment of the Region which is established for each Area Municipality to the total general levy to be raised by the Region. Specific Levies involving some but not all Area Municipalities are apportioned in a similar manner.

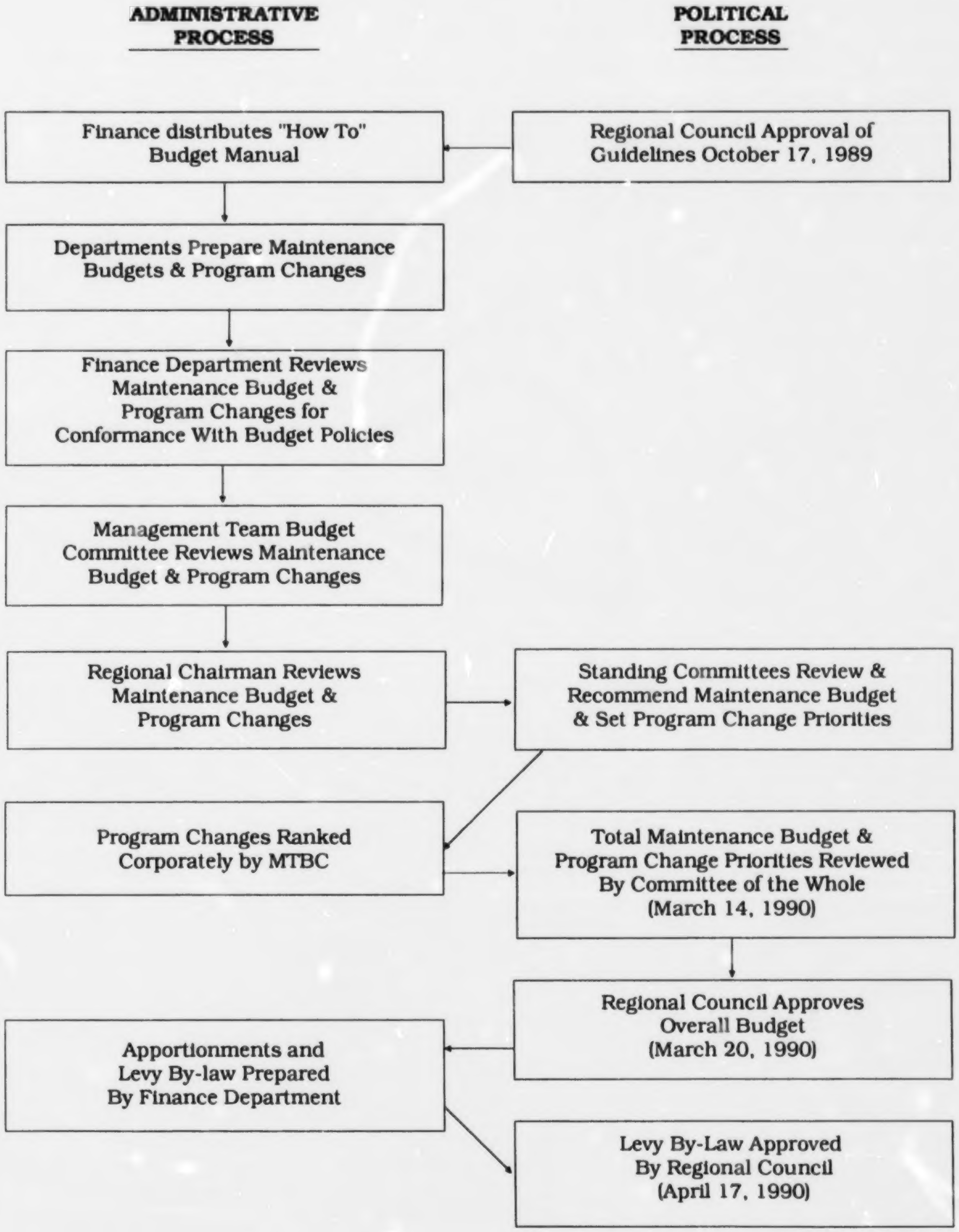
Grants From Senior Levels of Government

The Province of Ontario, under various provincial statutes and regulations, makes Conditional and Unconditional Grants to both the Regional Corporation and the Area Municipalities in support of their current and capital expenditure. Conditional grants are based on or are related to specific types of expenditure, such as general welfare assistance and public transportation, and must be used to finance that expenditure. Unconditional grants are based on various factors including households, levies, and assessment and are used for general operating purposes.

User Fees

Water and Sewage costs are completely recovered by rates based on usage. Other services such as Homes for the Aged, Solid Waste and Public Transit are partially funded by user fees. Some services are provided by the Region to the Area Municipalities on the basis of 100% cost-reimbursement.

1990 BUDGETARY CYCLE


ADMINISTRATIVE PROCESS
POLITICAL PROCESS
Finance distributes "How To" Budget Manual
Regional Council Approval of Guidelines October 17, 1989
Departments Prepare Maintenance Budgets & Program Changes
Finance Department Reviews Maintenance Budget & Program Changes for Conformance With Budget Policies
Management Team Budget Committee Reviews Maintenance Budget & Program Changes
Regional Chairman Reviews Maintenance Budget & Program Changes
Standing Committees Review & Recommend Maintenance Budget & Set Program Change Priorities
Program Changes Ranked Corporately by MTBC
Total Maintenance Budget & Program Change Priorities Reviewed By Committee of the Whole (March 14, 1990)
Regional Council Approves Overall Budget (March 20, 1990)
Apportionments and Levy By-law Prepared By Finance Department
Levy By-Law Approved By Regional Council (April 17, 1990)

1990 BUDGET PROCESS

The Region's budget process emphasizes planning at the program level. Each program has identified goals and objectives, includes all costs associated with the delivery of the program, and also includes performance measurements and achievements.

Implementation of the Region's budget process begins with Regional Council's approval of budget guidelines for the year. These guidelines along with a "How To" Budget Manual are distributed to each department. Departments then prepare maintenance budgets, which are based on the same level of service as the previous year. Departments also prepare program information forms to outline new and enhanced programs. The new and enhanced programs are not included in the maintenance budget. New and enhanced programs are classified into the following categories:

a) Health and Safety Program Changes;

b) Provincially Legislated Programs;

c) Federally Legislated Programs;

d) Cost Reductions;

e) Council Directed Program Changes; and,

f) Staff Initiated Program Changes.

The next step in the process is the submission of all maintenance budgets and program changes to the Management Team Budget Committee (MTBC). MTBC is an administrative committee comprised of the Chief Administrative Officer, and four department heads. Departments represented were Finance, Planning, Social Services and Transportation. The membership of the committee is on a rotating basis with the Chief Administrative Officer and Commissioner of Finance being permanent members.

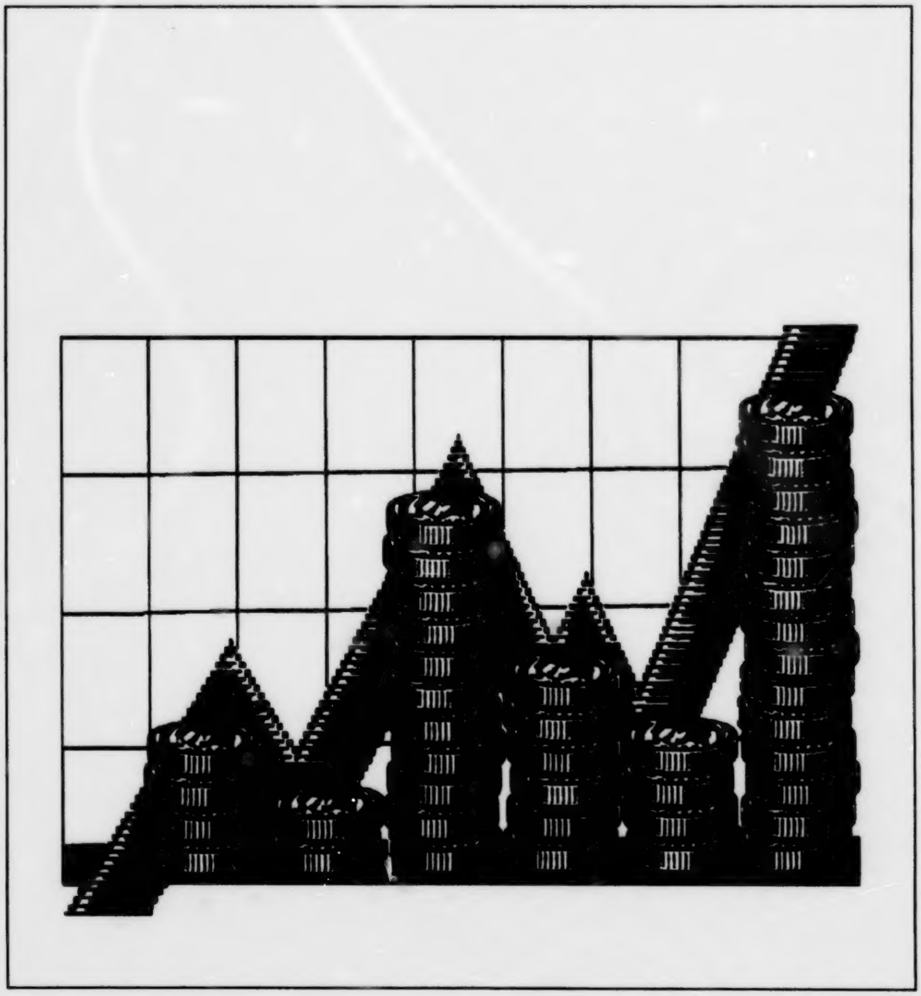
After the review by the Management Team Budget Committee, the maintenance budgets are submitted to Standing Committees of Council for approval and the new and enhanced programs are given priority ranking by the individual Standing Committees responsible for program proposals.

The Management Team Budget Committee then takes the priorities for the new and enhanced programs as set by each Standing Committee and ranks the programs to reflect the Corporate direction of Council.

The final step in the process has Council, sitting as Committee of the Whole, to review the maintenance budget, capital budget and new and enhanced programs. The presentation of the budget provides Council with specific percentage changes for the budgets and new and enhanced programs. This enables Councillors to act in terms of the total organization rather then on the basis of individual operating units.

The 1990 Budget was approved by Committee of the Whole on March 14, 1990 and the Levy By-law was approved by Regional Council on April 17, 1990.

BUDGET OVERVIEW



LETTER OF INTRODUCTION FROM THE TREASURER AND COMMISSIONER OF FINANCE

INTRODUCTION

I am pleased to present the 1990 Operating Budget and the 1990-1994 Capital Budget Forecast for the Regional Municipality of Hamilton-Wentworth and its related Boards and Commissions. As mentioned in the Budget Message, the Region's 1990 Operating Expenditures, including transfers to the Capital Program, total $409.8 million and the 1990-1994 Capital Budget Forecast was approved at $846.8 million.

The Region used an integrated planning approach in preparing its Current and Capital Budgets due to the significant impact that Capital Financing Plans have on operating programs. In recognition of the inter-relationship of the two budgets, this document presents the budgets on a consolidated basis, by major function. This is consistent with the way the Region's Audited Financial Statements are prepared. Within each function, we have presented the Consolidated Budget, the 1990 Operating Budget with a further four-year Forecast of the Operating Budget by individual program. The operating budget forecasts reflect the affordability of projected debt charges, contributions to capital and incremental operating costs of proposed capital programs.

The Current Budget was prepared using the Modified Program Planning Budgeting System. For 1990, however, the Current Budget was prepared by departments in two parts. The first part contained the base or maintenance level budget. The maintenance level budget is defined as last year's service level, at 1990 costs, including staff and other resources required to maintain service levels to a larger consumer base.

The second part of the Current Budget preparation was for New or Enhanced Programs. This part of the budget preparation required a two phase priority setting process. Each department was required to submit its priorities to their Standing Committee of Council for approval and ranking. These departmentally ranked priorities were then merged to form a Corporate list that was ranked and approved by the Management Team Budget Committee for submission to Regional Council sitting as Committee of the Whole. A budget review meeting was then set for Committee of the Whole to review and finalize the Maintenance Budget, Capital Budget and New or Enhanced Programs.

The preparation of the 1990 Budget ensures the implementation of Council's goals and objectives.

Council's goals and objectives were initially determined by examining the records and decisions of Council over a number of years. This examination took place in 1989, and the results were carried over into the 1990 budget process. The examination indicated that four main themes predominate Council decisions:

- To stimulate and sustain development;
- To maintain a desirable level of accessibility to services throughout the Region;
- To provide a superior quality of life through:

  -health care and protection,

  -a desirable level of social and family services;

  -a well preserved and enhanced natural environment; and,
- To provide all services in an efficient and effective manner.

LETTER OF INTRODUCTION FROM THE TREASURER AND COMMISSIONER OF FINANCE

REGIONAL FINANCIAL POLICIES & GUIDELINES

The preparation of the 1990 Budget followed the Financial Policies previously adopted by Council and new Guidelines established by Council for the current year's budget.

1990 Budget Guidelines

The following guidelines were adopted by Council on October 17, 1989:

- That no new enhanced program proposals be initiated unless they are mandated by specific and identifiable senior government legislation; necessary for the health and/or safety of Regional citizens and employees; or, will reduce costs to existing programs.
- That no additional staff be hired unless they comply with the above conditions.
- That all service fees and presently non-charge services to specific user groups be reviewed carefully to ensure full cost recovery is being achieved;
- That a formal identification be made of all shared-cost programs where Provincial or Federal funding is frozen or "capped", such that the Region's share is higher than formula;
- That new programs or enhancements, approved in 1989 and not yet started, or new programs approved after the 1989 Budget, be separately identified in the Maintenance Budget for 1990 so that committees may have an opportunity to evaluate them in full Budget context;
- That contracted services be reviewed as part of the Budget process to ensure regular review is taking place;
- That Standing Committees, Boards and Agencies be asked to review all programs with a view to identifying any which could be trimmed back or terminated, with a matching identification of community impact;
- That a sub-committee of the Finance and Personnel Committee be struck to review and prioritize all non Social Service grants to outside bodies, both existing and new proposals, and report back to the Finance and Personnel Committee with recommendations for 1990 and possibly, future years;
- That a Brief be prepared for presentation to the Provincial Government, showing the impact of Provincial actions on the Regional Municipality of Hamilton-Wentworth's 1990 Budget and Tax Levy;
- That the Chief Administrative Officer and the Commissioner of Finance bring back a budget, excluding Federal and Provincial program impacts, which does not exceed 5.5 percent for consideration of Committee of the Whole.
- That all Boards and Agencies be informed of Regional Council's direction for preparation of the 1990 Budget, and staff be directed to communicate the specific dollar targets to each Board and Agency;
- That the Commissioner of Finance and the Chief Administrative Officer review the strategy used by analyzing current operations, and investigate methods of removing redundancy and waste within the Regional organization

These specific guidelines along with the overall goals and objectives of Council are the foundation of the 1990 Budget.

LETTER OF INTRODUCTION FROM THE TREASURER AND COMMISSIONER OF FINANCE

Regional Financial Policies Previously Adopted by Council

Pay-As-You-Go

On February 1, 1983, Regional Council formally adopted "pay-as-you-go" Capital financing policy. The policy allows for the gradual conversion of the capital spending program to a point where it is fully financed from the operating program. Over the last 6 years, the Region has steadily increased its current revenue contribution to capital formation. Having stabilized and reduced debt levels in the 1980's, the Region is now allowing some debenture financing of specific infrastructure programs. However, the Region continues to finance most projects out of current revenues and reserves, and the reserve fund position remains strong.

In 1989, the Region issued debentures totalling $60.8 million and having an average interest rate of 9.78% for the Regional Corporation. The capital improvement projects are of a non-recurring nature that will provide long term benefits to the Region. These capital improvement projects include roadways, waterworks, sewage works and homes for the aged.

Appropriation Transfers

In-year appropriation transfers between budget accounts are used to cover expenditures for which sufficient funds are not available within the Budget allocation originally approved by Council.

Transfers from reserves can be made to offset over-expenditure, however, these only occur for expenditures of a non-recurring nature and only if funds cannot be found as outlined in the appropriation procedures.

No transfers can be made from one funding group (General Levy, Water Revenue, Sewer Revenue, Library Levy, Storm Sewer Levy, Transit Levy), to another. In addition, no appropriation transfers are made from salary and fringe benefit accounts or from capital financing accounts.

Contingency Allocations

Contingency Allocations are made when Council approves an amount specifically identified within the contingency for the delivery of an ongoing service and the funds cannot be obtained within the program budget.

An amount equal to the lesser of any contingency surplus or operating surplus may be transferred each year to the Contingency Provision Reserve until a maximum ceiling of 2 per cent of the General Levy is reached.

One/Two Year Policy For The Capital Budget

The one/two year policy for the Capital Budget requires that no new projects be added in years one and two of a Five-year Capital Budget. The policy is being phased in over three years.

The first phase of the policy was completed in the preparation of the 1989-1993 Capital Budget. Departments reviewed capital requirements, ranking projects and ensuring the capital forecasts included all priorities as established by Council.

LETTER OF INTRODUCTION FROM THE TREASURER AND COMMISSIONER OF FINANCE

The second phase of the policy took place in the preparation of the 1990-1994 Capital Budget. No change was permitted for projects in 1990. "No change" refers to new projects being added.

The third phase of the policy requires project and project cost forecasts for 1991 and 1992 within the 1990-1994 Capital Budget to remain the same when the 1991-1995 Capital Budget is being prepared.

Exceptions to this policy are any projects that, if not done, would affect the health and safety of the community, or any programs that are Provincially Legislated as mandatory.

ECONOMIC OVERVIEW

At the beginning of the 1990 budget process, the Region's Finance Department undertook a comprehensive review of the national and local economies. The purpose of the review was to assess the trend and level of key economic indicators that have an important role in determining the overall financial requirements of the Region's budget. These indicators include the Consumer Price Index, interest rates, exchange rates, salary and wage settlements, and construction indices.

At the time of budget preparation, the Canadian economy began to show signs of slowing. Housing starts were falling, consumer spending slowed considerably and inflation was on the rise. Canada's annual rate of inflation in July, 1989, was 5.4%, the highest since February 1984.

In response to inflationary pressures, the Bank of Canada tightened monetary policy. As a result, the Prime Rate increased from 12.25% in January, 1989, to 13.5% in July, 1989. The rise in short-term interest rates also resulted in a rise in the Canadian dollar. By mid-year 1989, evidence suggested that growth was slowing and inflation was close to peaking. However, the Bank of Canada's tight monetary policy was expected to continue.

For 1990, the local economy was anticipated to grow over the next year at a slower pace than previous years. This predication was based on the Bank of Canada continuing to use interest rate and monetary policy to combat inflation. Assessment growth was forecast to increase 2.5% in 1990 as compared to a 3.5% increase in 1989. Actual assessment growth for the 1990 Budget was 2.9%.

Based on slower economic growth and continued tight monetary policy by the Bank of Canada, major financial institutions forecast the 1990 Consumer Price Index (CPI) in Canada to range from a low of 4.4% to a high of 6.0%, with an average of 5.1%. Historically, the Ontario rate is higher than the National rate and within Ontario the Metro Toronto rate being even higher. Hamilton-Wentworth has been slightly higher than the Ontario and lower than the Toronto rate. Based on this and using the average of 5.1%, Ontario's rate was forecast at 5.4% and Hamilton-Wentworth's rate was forecast at 5.5% and used as the Economic Assumption for the Hamilton-Wentworth area in 1990.

A complete list of assumptions used in the Current and Capital budgets is available in the Appendices on pages 122 and 123.

LETTER OF INTRODUCTION FROM THE TREASURER AND COMMISSIONER OF FINANCE

PERFORMANCE MEASUREMENTS

In 1989, Departments were required to set performance measurements for all programs and activities for which they are responsible. The performance measurements are used to ensure that available resources are being allocated efficiently and effectively to budget programs and activities. The 1990 Budget contains a sample of each Department's performance measurements. The categories of performance measurements used to monitor performance are workload, efficiency and effectiveness.

SUMMARY

The Government Finance Officers Association of the United States and Canada (GFOA) has for the fifth year running presented the Award for Distinguished Budget Presentation to this Region for its 1989 annual budget. To receive this award, the Region must publish a budget document, and the complete budget process is evaluated for **effectiveness as an operations guide, financial plan, policy statement and as a communications medium**. Further enhancements are planned for 1991 to facilitate improved program priority planning.

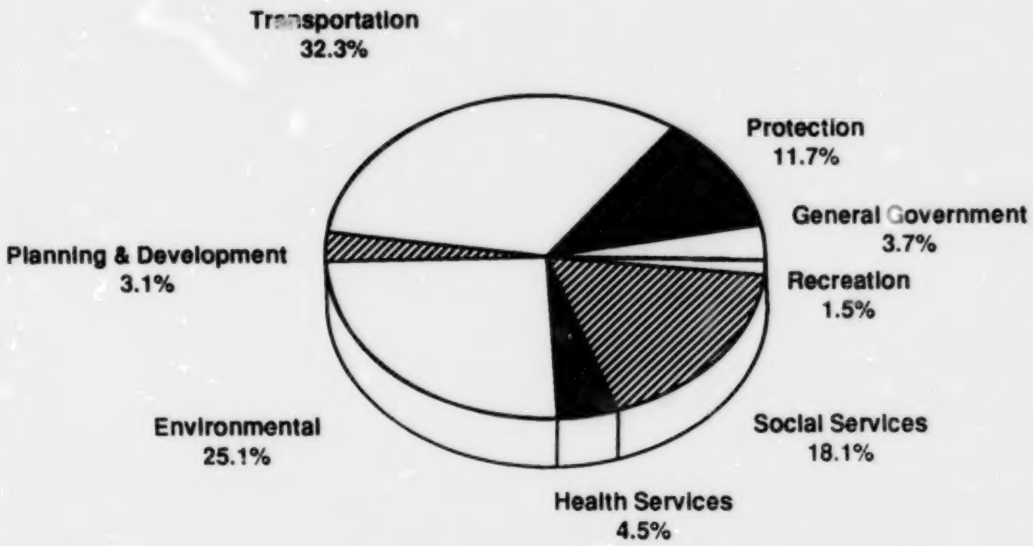
The 1990 Budget represents a sound financial plan which not only reflects the services required to achieve the Region's short and long-term plans, but also Council's priorities to meet the most important needs of the community.

An overall budget impact of 7.7% reflects an exciting program to improve Regional services and this was only achieved with guidance of the Regional Chairman, Standing Committee Chairmen, members of Regional Council, Board and Commissions. I would also like to thank the Chief Administrative Officer, Department Heads and their staff, the Management Budget Team Committee, and the Budget Working Committee, as well as the staff in the Department of Finance for their hard work and contribution to this budget process.

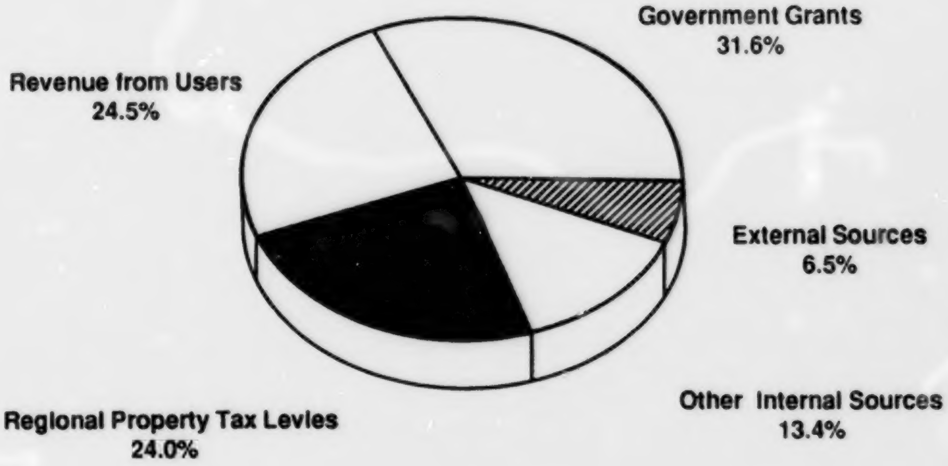
Respectfully submitted,

G.W. Lawson, C.P.F.A., C.G.A.
Treasurer and Commissioner of Finance

1990 CONSOLIDATED EXPENDITURE CURRENT AND CAPITAL $ 575.6 MILLION



1990 CONSOLIDATED REVENUE CURRENT AND CAPITAL $ 575.6 MILLION



CONSOLIDATED EXPENDITURE AND REVENUE
($000's)

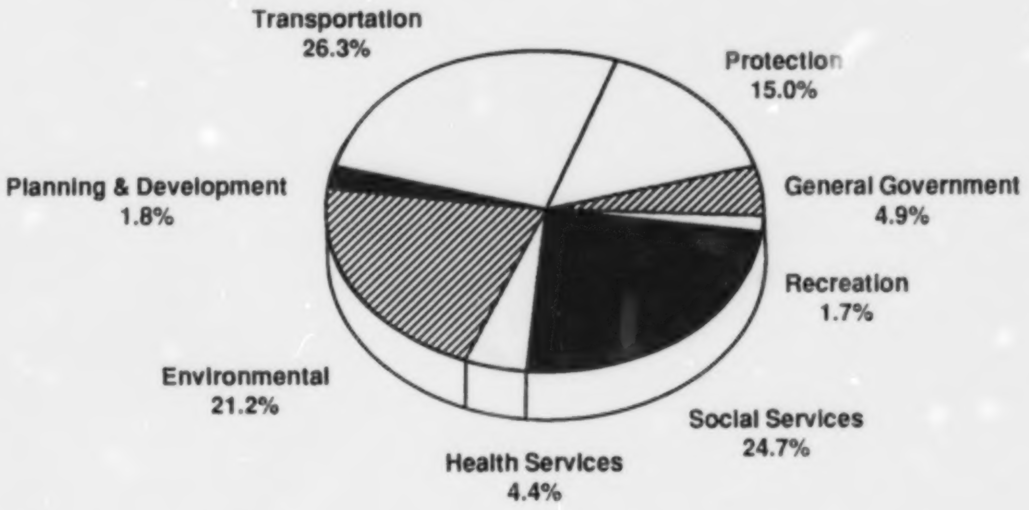
	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
EXPENDITURE				
General Government	13,873	19,899	18,135	21,154
Protection to Persons and Property	51,070	59,087	55,638	67,304
Transportation Services	115,451	165,669	141,692	185,702
Environmental Services	84,170	116,671	91,650	144,784
Health Services	17,502	22,290	18,249	25,752
Social & Family Services	79,666	90,895	89,972	104,157
Recreation & Cultural Services	5,560	7,215	6,322	8,683
Economic Development & Planning	6,969	10,304	8,631	18,040
TOTAL CONSOLIDATED EXPENDITURE	**374,261**	**492,030**	**430,289**	**575,576**
REVENUE				
Regional Tax Levy				
General Levy	91,405	100,991	100,991	114,979
Urban Transit Levy	9,592	14,452	14,452	15,765
Storm Sewer Levy	4,156	4,824	4,824	6,013
Library Levy	1,413	1,592	1,592	1,751
	106,566	121,859	121,859	138,508
Government Grants				
Ontario Unconditional	28,173	28,173	28,241	28,208
Ontario Specific	101,697	130,207	105,396	150,183
Canada Specific	851	936	852	3,382
	130,721	159,316	134,489	181,973
Revenue From Users				
Direct Billings - Water Rates	20,036	20,318	21,044	21,684
Direct Billings - Sewer Rates	21,834	22,455	24,992	22,799
Fares, Fees, & Service Charges	45,862	58,665	52,924	74,751
Billings to Area Municipalaties	23,746	26,365	23,834	21,801
	111,478	127,803	122,794	141,035
Other Regional Sources				
Financing - Internal Sources	13,425	32,970	18,992	44,222
Interest, Internal Reserves, & Other	9,683	13,482	6,246	21,409
Sale of Industrial Land	874	2,602	820	8,706
Share Of Supplementary Taxes	3,462	0	2,667	0
Previous Year's Surplus	1,514	3,462	3,462	2,667
Less: Current Year's Surplus	(3,462)	0	(2,667)	0
	25,496	52,516	29,520	77,004
Financing - Long Term				
External Sources	0	30,536	21,627	37,256
TOTAL CONSOLIDATED REVENUE	**374,261**	**492,030**	**430,289**	**575,576**

SUMMARY OF GROSS CURRENT EXPENDITURE AND REVENUE
($000's)

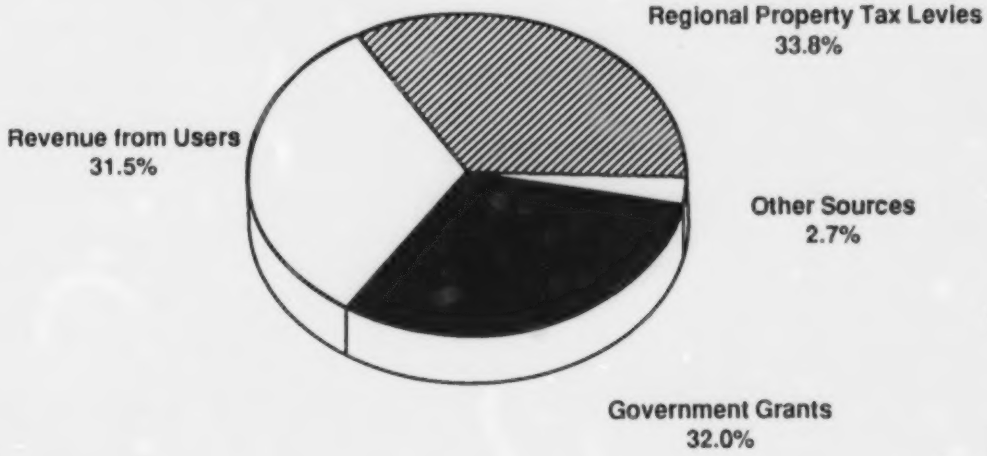
	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS CURRENT EXPENDITURE				
General Government Services	13,860	19,213	17,830	19,982
Protection To Persons & Property	50,844	55,102	54,918	61,625
Transportation Services	83,107	99,795	102,531	107,822
Environmental Services	70,253	77,538	77,326	86,934
Health Services	13,365	15,620	14,270	18,197
Social & Family Services	75,618	84,767	84,424	101,166
Recreation & Cultural Services	5,522	5,661	5,702	6,752
Economic Development & Planning	6,010	6,708	6,836	7,353
TOTAL GROSS CURRENT EXPENDITURE	**318,579**	**364,404**	**363,837**	**409,831**
GROSS CURRENT REVENUE				
Regional Levies General Levy	91,405	100,991	100,991	114,979
Urban Transit Levy*	9,592	14,452	14,452	15,765
Storm Sewer Levy	4,156	4,824	4,824	6,013
Library Levy	1,413	1,592	1,592	1,751
	106,566	121,859	121,859	138,508
Government Grants Ontario Unconditional	28,173	28,173	28,241	28,208
Ontario Specific	76,746	84,898	82,563	102,280
Canada Specific	851	936	852	787
	105,770	114,007	111,656	131,275
Revenue From Users				
Direct Billings-Water Rates	20,036	20,318	21,044	21,684
Direct Billings-Sewer Rates	21,834	22,455	24,993	22,799
Fares, Fees & Service Charges	43,439	50,189	47,822	62,616
Billings To Area Municipalities*	15,894	21,623	21,304	21,801
	101,203	114,585	115,163	128,900
Other Regional Sources				
Interest, Internal Financing & Other	3,526	10,491	11,697	8,481
Share of Supplementary Taxes	3,462	0	2,667	0
Previous Year's Surplus	1,514	3,462	3,462	2,667
Less: Current Year's Surplus	(3,462)	0	(2,667)	0
	5,040	13,953	15,159	11,148
TOTAL GROSS CURRENT REVENUE	**318,579**	**364,404**	**363,837**	**409,831**

* 1989 budget reflects transfer of the levy ($3,483,000) for the Senior Bus Pass Program from the City of Hamilton.

1990 GROSS CURRENT EXPENDITURE
$ 409.8 MILLION



1990 GROSS CURRENT REVENUE
$ 409.8 MILLION



SUMMARY OF NET CURRENT EXPENDITURE AND REVENUE
($000's)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
NET CURRENT EXPENDITURE (Including Transfers To Capital Fund)				
General Government Services	8,105	11,251	10,790	11,602
Protection To Persons & Property	50,077	54,095	53,963	59,627
Transportation Services*	29,061	37,280	38,000	40,520
Environmental Services	13,548	12,212	12,270	13,308
Health Services	4,154	4,611	4,417	5,507
Social & Family Services	19,180	20,888	20,742	24,409
Recreation & Cultural Services	4,987	5,395	5,567	5,884
Economic Development & Planning	3,914	4,535	4,588	4,895
TOTAL NET CURRENT EXPENDITURE	**133,026**	**150,267**	**150,337**	**165,752**
NET CURRENT REVENUE				
Regional Levies General Levy	90,975	100,991	100,991	114,979
Urban Transit Levy*	9,592	14,452	14,452	15,765
Storm Sewer Levy	4,586	4,824	4,824	6,013
Library Levy	1,413	1,592	1,592	1,751
	106,566	121,859	121,859	138,508
Government Grants				
Ontario Unconditional	24,946	24,946	25,016	24,578
Other Revenue Sources				
Share of Supplementary Taxes	3,462	0	2,667	0
Previous Year's Surplus	1,514	3,462	3,462	2,667
Less: Current Year's Surplus	(3,462)	0	(2,667)	0
	1,514	3,462	3,462	2,667
TOTAL NET CURRENT REVENUE	**133,026**	**150,267**	**150,337**	**165,753**

- * 1989 budget reflects transfer of the levy ($3,483,000) for the Senior Bus Pass Program from the City of Hamilton.

SUMMARY OF FIVE-YEAR CAPITAL BUDGET EXPENDITURE
($000's)

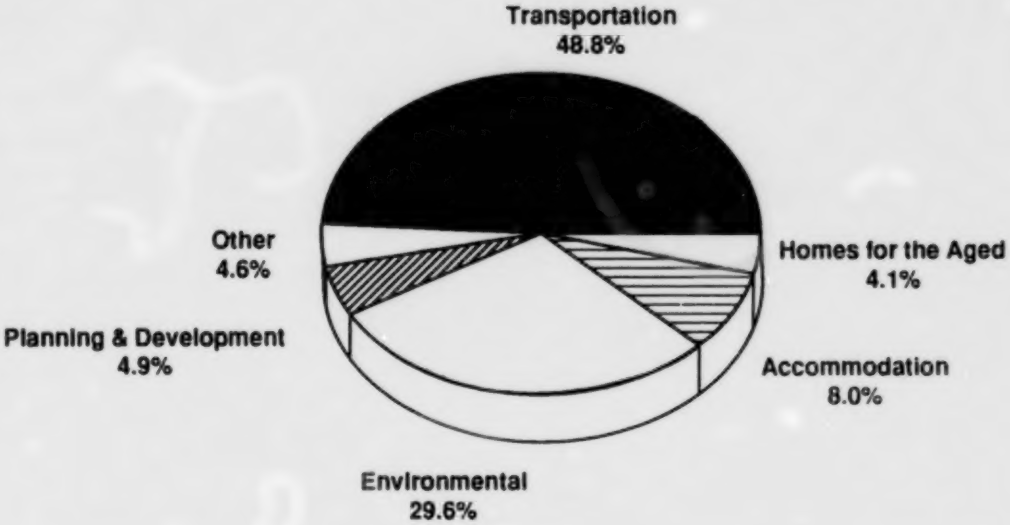
	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
General Government Services						
Accommodation	1,152	13,005	15,433	17,102	19,117	65,809
Capital Grants	320	300	300	300	300	1,520
Protection To Persons & Property						
Police Operations	4,950	5,063	150	2,500	0	12,663
Emergency Measures	998	0	0	0	0	998
Transportation Services						
Roadways	35,987	30,410	24,085	22,173	20,675	133,330
Freeway	34,646	36,183	48,613	53,980	35,845	209,267
Transit-H.S.R.	13,531	14,402	13,545	5,743	5,333	52,554
Transit-C.C.L.	0	1,205	1,164	1,220	1,146	4,735
Airport	4,654	7,233	2,024	25	7	13,943
Environmental Services						
Sanitary Sewer System	29,995	9,108	15,668	18,394	10,205	83,370
Water Works System	15,596	16,303	14,399	12,828	13,955	73,081
Storm Sewers-Hamilton	16,367	12,315	11,168	12,923	13,603	66,376
Solid Waste	9,816	1,106	2,175	650	1,140	14,887
PARCILS	211	4,762	4,955	1,489	1,133	12,550
H.S.P.C.A.	38	65	54	168	149	474
Health Services						
Hospitals	5,860	1,950	2,250	2,150	0	12,210
St. Joseph's Ambulatory Centre	2,676	212	0	0	0	2,888
Social & Family Services						
Homes For The Aged	2,991	11,944	8,660	8,198	2,944	34,737
Recreation & Cultural Services						
Library	517	22	198	22	0	759
Wentworth Heritage Village	328	517	587	570	546	2,548
Confederation Park	428	449	472	509	538	2,396
McMaster University	1,300	1,350	1,350	0	0	4,000
Economic Development & Planning						
Industrial Land	8,706	8,279	6,838	6,755	6,457	37,035
Economic Development	2,004	2,634	0	0	0	4,638
TOTAL CAPITAL EXPENDITURE	**193,071**	**178,817**	**174,088**	**167,699**	**133,093**	**846,768**

SUMMARY OF FIVE-YEAR CAPITAL BUDGET REVENUE
($000's)

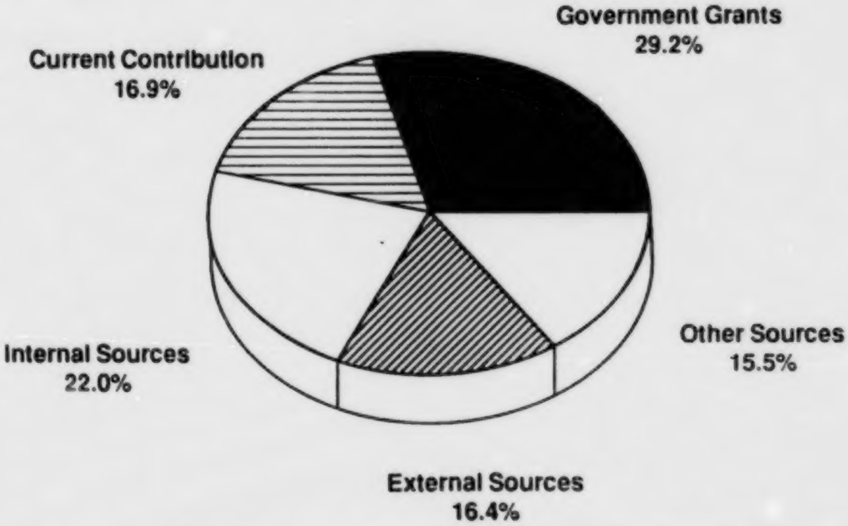
	1990 $	1991 $	1992 $	1993 $	1994 $	TOTAL $
CAPITAL REVENUE						
Grants & Subsidies	50,998	51,264	57,569	53,006	33,916	246,753
Contribution From Current						
Freeway	5,929	6,544	7,212	7,846	9,006	36,537
Other Programs	21,896	19,535	19,700	22,136	23,457	106,724
	27,825	26,079	26,912	29,982	32,463	143,261
Financing - Internal Sources						
Lot Levy Reserve	10,376	9,862	3,725	5,052	7,619	36,634
Industrial Land Reserve	2,303	460	(2,569)	160	(2,510)	(2,156)
Prior Year's Contribution	3,345	0	543	0	0	3,888
Contribution - SWD Reserve	5,770	1,082	1,625	650	1,140	10,267
Contribution - Accom. Reserve	220	0	21	0	100	341
Deferred Financing	5,568	9,152	11,405	7,342	2,418	35,885
Borrowing From Own Reserves	27,691	18,256	20,823	22,880	12,195	101,845
	55,273	38,812	35,573	36,084	20,962	186,704
Financing - External Sources						
Roadways	11,908	8,842	5,237	7,847	8,763	42,597
Homes For The Aged	1,496	5,973	4,331	4,099	1,471	17,370
Police	2,477	4,863	0	0	0	7,340
Accommodation	914	10,497	15,362	17,102	19,017	62,892
Storm Sewers	5,508	2,376	342	0	0	8,226
	22,303	32,551	25,272	29,048	29,251	138,425
Additional Financing						
Locals - Owner's Share	3,921	4,250	4,438	4,633	4,978	22,220
Other Revenue	26,348	18,042	14,917	8,351	2,556	70,214
Proceeds from Land Sales	6,403	7,819	9,407	6,595	8,967	39,191
	36,672	30,111	28,762	19,579	16,501	131,625
TOTAL CAPITAL REVENUE	193,071	178,817	174,088	167,699	133,093	846,768

SOURCE: 1990-94 Summary of Gross Capital Expenditure By Program & Revenue By Source.

1990-1994 CAPITAL EXPENDITURE
FIVE YEAR TOTAL - $ 846.8 MILLION



1990-1994 CAPITAL REVENUE
FIVE YEAR TOTAL - $ 846.8 MILLION



PROJECTED CAPITAL RESERVE POSITION
($000's)

	1990 $	1991 $	1992 $	1993 $	1994 $
RESERVE BALANCE-BEGINNING OF YEAR	**31,749**	**17,013**	**14,518**	**11,430**	**9,115**
ADD:					
Capital Levy Contribution	1,000	1,000	1,000	1,000	1,000
	32,749	18,013	15,518	12,430	10,115
ADD:					
Interest Earned by Reserves	4,083	2,745	2,617	2,442	1,801
Repayment-Current Budget	12,151	16,259	18,443	20,838	22,319
Repayment-Capital Lot Levy Reserve	309	309	309	381	428
Repayment-Oversizing Reserve	72	144	253	381	532
Repayment of Locals-Owners' Portion	0	516	1,074	1,658	2,267
	49,364	37,986	38,214	38,130	37,462
LESS:					
Net Capital Requirements	27,691	18,256	20,823	22,880	12,195
Capital Lot Levy Reserve Borrowings	0	0	441	284	2,043
Oversizing Reserve Borrowings	439	662	782	918	1,046
Financing of Locals-Owners' Portion	3,921	4,250	4,438	4,633	4,978
Capital Levy Contribution-Roads Rehabilitation Program	300	300	300	300	300
RESERVE BALANCE - YEAR END	**17,013**	**14,518**	**11,430**	**9,115**	**16,900**
CUMULATIVE DEFERRED FINANCING ON FREEWAY REQUIRED FROM RESERVES	6,452	2,613	(4,349)	(12,284)	(14,086)
CUMULATIVE DEFERRED FINANCING ON PARCILS REQUIRED FROM RESERVES	(3,964)	(3,847)	116	3,209	2,616
CUMULATIVE DEFERRED FINANCING ON HOMES FOR THE AGED REQUIRED FROM RESERVES	15,540	8,191	2,186	(3,278)	(6,932)

FIVE-YEAR FORECAST OF REGIONAL CURRENT BUDGET
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS CURRENT EXPENDITURE					
General Government Services	19,982	28,837	21,614	22,424	23,266
Protection To Persons & Property	61,625	65,078	68,633	71,641	75,320
Transportation Services	107,822	114,974	121,321	128,948	134,748
Environmental Services	86,934	92,459	97,638	102,107	107,990
Health Services	18,197	20,668	22,368	23,091	24,048
Social & Family Services	101,166	107,292	112,373	117,524	123,285
Recreation & Cultural Services	6,752	6,961	7,276	7,644	8,003
Economic Development & Planning	7,353	7,788	8,152	8,482	8,844
TOTAL GROSS CURRENT EXPENDITURE	**409,831**	**444,057**	**459,375**	**481,861**	**505,504**
GROSS CURRENT REVENUE					
Government Grants-Unconditional	28,208	28,208	28,208	28,208	28,208
Government Grants-Specific	103,067	110,419	116,560	121,806	127,285
Fares, Fees & Service Charges	62,616	66,372	69,360	72,482	75,742
Billings To Area Municipalities	21,801	23,109	24,149	25,236	26,371
Other Regional Sources	11,148	10,775	11,171	11,585	12,015
	226,840	238,883	249,448	259,317	269,621
Self-Supporting Services					
Water and Sewer Rates	44,483	46,816	48,569	50,387	52,275
TOTAL GROSS CURRENT REVENUE	**271,323**	**285,699**	**298,017**	**309,704**	**321,896**
FUNDED BY TAX LEVY	138,508	158,358	161,358	172,157	183,608
% CHANGE (BEFORE ASSESSMENT GROWTH)	13.66%	14.33%	1.89%	6.69%	6.65%
% CHANGE (AFTER ASSESSMENT GROWTH)	10.56%	12.09%	0.39%	5.12%	5.08%

NOTES: 1) Projected on basis of no changes in level of service in years 1991-1994.

PROJECTED CAPITAL RESERVE POSITION
($OOO's)

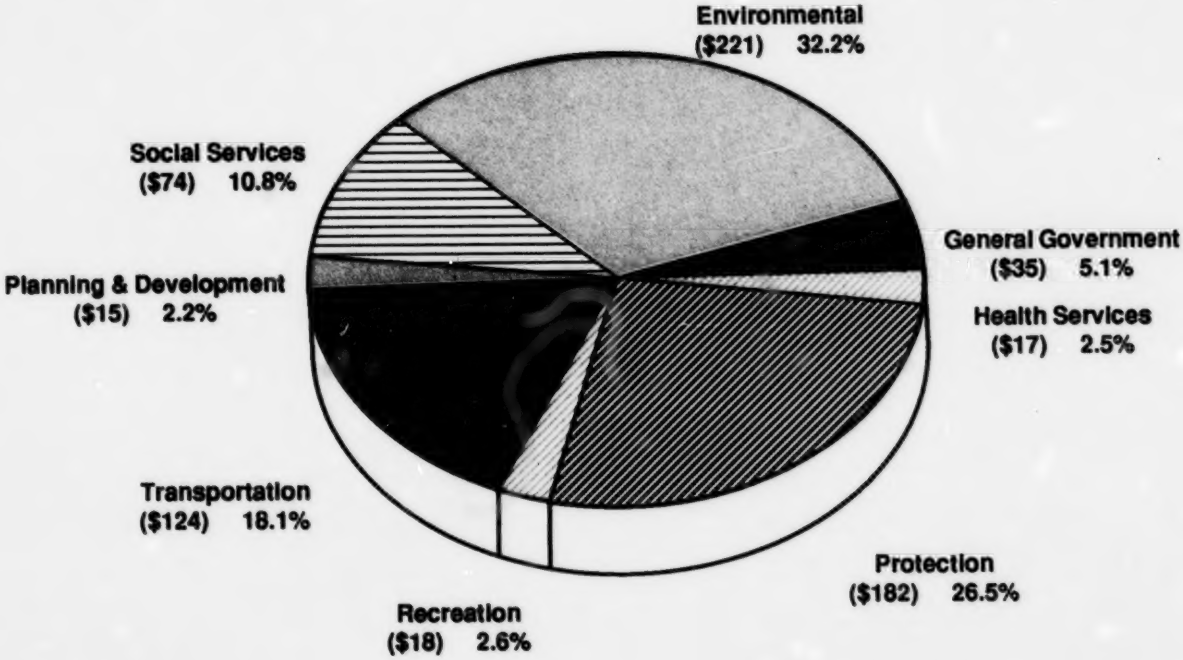
	1990	1991	1992	1993	1994
	$	$	$	$	$
RESERVE BALANCE- BEGINNING OF YEAR	31,749	17,013	14,518	11,430	9,115
ADD:					
Capital Levy Contribution	1,000	1,000	1,000	1,000	1,000
	32,749	18,013	15,518	12,430	10,115
ADD:					
Interest Earned by Reserves	4,083	2,745	2,617	2,442	1,801
Repayment-Current Budget	12,151	16,259	18,443	20,838	22,319
Repayment-Capital Lot Levy Reserve	309	309	309	381	428
Repayment-Oversizing Reserve	72	144	253	381	532
Repayment of Locals-Owners' Portion	0	516	1,074	1,658	2,267
	49,364	37,986	38,214	38,130	37,462
LESS:					
Net Capital Requirements	27,691	18,256	20,823	22,880	12,195
Capital Lot Levy Reserve Borrowings	0	0	441	284	2,043
Oversizing Reserve Borrowings	439	662	782	918	1,046
Financing of Locals-Owners' Portion	3,921	4,250	4,438	4,633	4,978
Capital Levy Contribution- Roads Rehabilitation Program	300	300	300	300	300
RESERVE BALANCE - YEAR END	17,013	14,518	11,430	9,115	16,900
CUMULATIVE DEFERRED FINANCING ON FREEWAY REQUIRED FROM RESERVES	6,452	2,613	(4,349)	(12,284)	(14,086)
CUMULATIVE DEFERRED FINANCING ON PARCILS REQUIRED FROM RESERVES	(3,964)	(3,847)	116	3,209	2,616
CUMULATIVE DEFERRED FINANCING ON HOMES FOR THE AGED REQUIRED FROM RESERVES	15,540	8,191	2,186	(3,278)	(6,932)

FIVE-YEAR FORECAST OF REGIONAL CURRENT BUDGET
($000's)

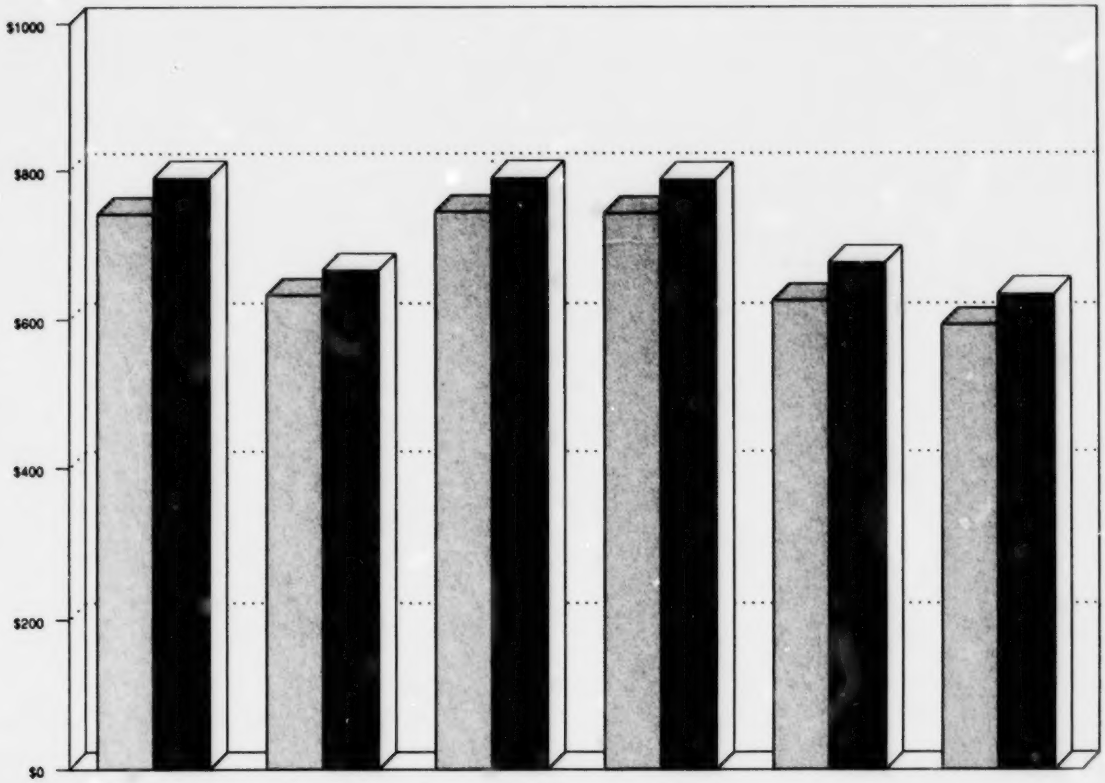
	1990 $	1991 $	1992 $	1993 $	1994 $
GROSS CURRENT EXPENDITURE					
General Government Services	19,982	28,837	21,614	22,424	23,266
Protection To Persons & Property	61,625	65,078	68,633	71,641	75,320
Transportation Services	107,822	114,974	121,321	128,948	134,748
Environmental Services	86,934	92,459	97,638	102,107	107,990
Health Services	18,197	20,668	22,368	23,091	24,048
Social & Family Services	101,166	107,292	112,373	117,524	123,285
Recreation & Cultural Services	6,752	6,961	7,276	7,644	8,003
Economic Development & Planning	7,353	7,788	8,152	8,482	8,844
TOTAL GROSS CURRENT EXPENDITURE	**409,831**	**444,057**	**459,375**	**481,861**	**505,504**
GROSS CURRENT REVENUE					
Government Grants-Unconditional	28,208	28,208	28,208	28,208	28,208
Government Grants-Specific	103,067	110,419	116,560	121,806	127,285
Fares, Fees & Service Charges	62,616	66,372	69,360	72,482	75,742
Billings To Area Municipalities	21,801	23,109	24,149	25,236	26,371
Other Regional Sources	11,148	10,775	11,171	11,585	12,015
	226,840	238,883	249,448	259,317	269,621
Self-Supporting Services					
Water and Sewer Rates	44,483	46,816	48,569	50,387	52,275
TOTAL GROSS CURRENT REVENUE	**271,323**	**285,699**	**298,017**	**309,704**	**321,896**
FUNDED BY TAX LEVY	138,508	158,358	161,358	172,157	183,608
% CHANGE (BEFORE ASSESSMENT GROWTH)	13.66%	14.33%	1.89%	6.69%	6.65%
% CHANGE (AFTER ASSESSMENT GROWTH)	10.56%	12.09%	0.39%	5.12%	5.08%

NOTES: 1) Projected on basis of no changes in level of service in years 1991-1994.

WHERE YOUR REGIONAL DOLLAR GOES
1990 Average Residential Regional Service Bill - $686



TOTAL REGIONAL SERVICE BILL AND INCREMENTAL IMPACT PER AVERAGE HOUSEHOLD



	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
1989 ACTUAL	$742	$633	$745	$743	$626	$594
1990 BUDGET	$790	$667	$790	$788	$677	$635
CHANGE	$48	$34	$45	$45	$51	$41
IMPACT	6.5%	5.4%	6.0%	6.1%	8.1%	6.9%

1989 Actual ▨ **1990 Budget** ■

NOTE: Amounts reflect Regionally assessed taxes, metered water consumption and sewer surcharge.

FOUR-YEAR HISTORICAL REVIEW WITH 1990 PROJECTIONS
($000's)

	1986 ACTUAL	1987 ACTUAL	1988 ACTUAL	1989 ACTUAL	1990 PRO FORMA
	$	$	$	$	$
CURRENT FUND					
ANALYSIS OF EXPENDITURE:					
Salaries and Wages	116,822	121,322	134,107	144,299	154,876
Goods and Services	76,656	86,796	83,855	145,750	186,391
Transfer Payments	70,417	83,440	86,199	59,527	46,216
Debt Charges	16,590	15,392	14,418	14,261	22,348
	280,485	306,950	318,579	363,837	409,831
ANALYSIS OF REVENUE:					
Property Taxation	90,280	99,943	110,028	124,526	138,508
Government Grants	92,680	100,555	105,770	110,804	131,275
Direct Billings-Rates	40,225	43,072	43,876	46,037	44,483
Fees,Service Charges & Other	57,299	63,360	60,853	81,675	92,898
Surplus from Previous Year	1,535	1,534	1,514	3,462	2,667
	282,019	308,464	322,041	366,504	409,831
SURPLUS AT YEAR END	1,534	1,514	3,462	2,667	0
	280,485	306,950	318,579	363,837	409,831
CAPITAL FUND					
CAPITAL EXPENDITURE	48,951	57,821	68,558	94,399	193,071
CAPITAL FINANCING:					
Contribution from Own Funds	34,970	40,701	47,989	44,613	49,839
External Borrowing	0	0	0	60,113	28,004
Government Grants	12,403	15,519	25,714	20,710	50,998
Other	3,991	1,973	4,805	3,852	36,672
	51,364	58,193	78,508	129,288	165,513
UNEXPENDED CAPITAL FINANCING AT YEAR END	**14,653**	**15,025**	**24,975**	**59,864**	**32,306**
RESERVES AND RESERVE FUNDS					
ANALYSIS OF EXPENDITURE:					
Contribution to Own Funds	22,091	21,496	25,409	27,490	37,602
Debt Charges	201	204	337	431	1,496
Other	3,608	7,128	5,500	3,576	823
	25,900	28,828	31,246	31,497	39,921
ANALYSIS OF REVENUE:					
Contribution from Own Funds	15,595	17,800	16,670	25,766	6,416
Interest/Debenture Proceeds/ Lot Levy Receipts,etc.	13,207	16,533	22,108	18,835	26,505
	28,802	34,333	38,778	44,601	32,921
RESERVES AND RESERVE FUNDS AT YEAR END	**72,398**	**77,903**	**85,435**	**98,539**	**91,539**

FOUR-YEAR HISTORICAL REVIEW WITH 1990 PROJECTIONS
($000's)

	1986 ACTUAL	1987 ACTUAL	1988 ACTUAL	1989 ACTUAL	1990 PRO FORMA
	$	$	$	$	$
BALANCE SHEET @ DEC.31					
ASSETS					
Current Assets	116,046	134,819	154,681	216,381	218,761
Recoverable Capital Outlay	80,992	73,974	65,937	118,096	134,244
Restricted Investments	8,160	8,489	8,467	9,613	10,376
	205,198	217,282	229,085	344,090	363,381
LIABILITIES					
Current Liabilities	35,621	48,866	49,276	64,924	104,992
Net Long Term Debt	80,992	73,974*	65,937	118,096	134,244
Unexpended Capital Funds	14,653	15,025	24,975	59,864	32,606
Reserves and Reserve Funds	72,398	77,903	85,435	98,539	91,539
Accumulated Surplus	1,534	1,514	3,462	2,667	0
	205,198	217,282	229,085	344,090	363,381
BORROWING FROM RESERVES					
Internal Debt-Beg. of Year	31,520	41,426	46,027	53,260	63,022
Add: Loans to Capital Fund	11,929	8,059	11,205	13,945	27,691
Less: Principal Repayment	2,023	3,458	3,972	4,183	7,603
Internal Debt At Year End	**41,426**	**46,027**	**53,260**	**63,022**	**83,110**
NET LONG TERM DEBT					
External Debt-Beg. of Year*	89,327	80,992	73,974*	65,937	118,096
Add: Additional Borrowings	0	0	0	59,987	28,004
Less: Principal Repayment	8,335	8,369	8,037	7,828	11,856
External Debt At Year End	**80,992**	**72,623***	**65,937**	**118,096**	**134,244**
Less: Own Holdings	14,459	12,863	7,124	7,733	7,733
Debt Held Externally	66,533	59,760	58,813	110,363	126,511
To Be Repaid From:					
General(Tax Levies)	28,672	23,639	21,803	77,564	97,889
Regional Enterprises(Rates)	51,060	47,807	43,254	40,047	36,026
Reserves	1,260	1,177	880	485	329
External Debt At Year End	**80,992**	**72,623***	**65,937**	**118,096**	**134,244**

* Figure as at Dec.31, 1987 was restated for January 1, 1988 due to a change in accounting treatment. of U.S. exchange. U.S. exchange is now recorded as at end of current year, not date of issue.

PERMANENT STAFF COMPLEMENT BY FUNCTION
($000's)

	AS AT 12/31/87	AS AT 12/31/88	AS AT 12/31/89	1990 BUDGET
GENERAL GOVERNMENT SERVICES				
Chairman	2	2	2	2
Chief Administrative Officer	5	6	7	7
Clerk	11	11	13	14
Legal Services	8	9	14	15
Human Resources Centre	16	37	44	44
Finance	97	86	95	96
Accomodation-Court House	10	10	10	10
Information Systems	-	10	10	10
PROTECTION TO PERSONS & PROPERTY				
Police	859	859	874	894
TRANSPORTATION				
Public Transit	1,005	1,011	1,019	1,019
School Traffic Officers	156	162	175	175
Hamilton Civic Airport	15	15	22	22
Freeway	-	12	13	13
ENVIRONMENTAL SERVICES				
Engineering	430	438	451	453
Laboratories	16	16	16	16
HEALTH SERVICES				
Health	208	214	224	255
SOCIAL AND FAMILY SERVICES				
General Assistance and Support	172	171	176	189
Macassa Lodge	186	186	188	188
Wentworth Lodge	86	86	91	100
RECREATION & CULTURAL SERVICES				
Library	26	26	26	26
Wentworth Heritage Village	0	0	0	0
ECONOMIC DEVELOPMENT & PLANNING				
Economic Development	17	19	22	22
Planning	64	64	73	73
TOTAL	**3,389**	**3,450**	**3,565**	**3,643**

DOES NOT INCLUDE PART-TIME, TEMPORARY, CONTRACT OR STUDENTS

GENERAL GOVERNMENT SERVICES

PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
CHAIRMAN'S OFFICE					
Chairman	Efficiency	Task Force on Affordable Housing	To Address all Elements that Affect Affordable Housing	* Task Force Convened Study Committee Established Community Contact Resource Library Established	n/a
FINANCE					
Financial Planning	Efficiency	Approval of Capital Budget	Mar. 21	Apr. 24	n/a
	Efficiency	Approval of Current Budget	Apr. 04	Apr. 04	n/a
	Efficiency	Budget "How To" Manual	May 31	Sep. 07	n/a
	Workload	# of Variance Reports	3	3	100
Local Improvements	Efficiency	Local Improvements - Petitions	3 days	3 days	100
	Efficiency	- inquiries	1 day	1 day	100
	Efficiency	- notices	5 days	5 days	100
	Efficiency	- ratings	1 day	1 day	100
	Efficiency	- severances	3 days	3 days	100
Accounting	Workload	Cheques Reconciled	200,000	196,000	98
	Workload	Journals Processed	5,000	5,900	118
	Workload	Payments Approved	45,000	44,500	99
Payroll	Effectiveness	Direct Deposits by Payroll	13,000	24,200	186
	Efficiency	# of Cheques per Clerk per month	1,844	1,920	104
	Efficiency	T4/T4A's Issued to Employees	Feb. 17	Feb. 27	n/a
Disbursements	Workload	# of Invoices Processed	95,000	90,000	95
	Workload	# of Purchase Orders Processed	16,000	16,000	100
	Efficiency	Average Invoices per Clerk per day	91	86	95
	Efficiency	Average Cheques per Clerk per day	36	35	97
	Effectiveness	Discounts Earned	$15,000	$6,000	40
Revenue	Effectiveness	Average Rate of Return	12.0%	12.76%	106

STATEMENT OF PURPOSE

Chairman

To act as Chairman of Council and to provide a Regional viewpoint on all important issues. To provide effective government in an equitable manner through Committee and Council meetings.

To represent and speak on behalf of the Region in dealings with other governments, bodies and persons.

Chief Administrative Officer

To assist Regional Council in the course of its deliberation and to advise on major policy issues.

To provide leadership and sound management for all Regional departments and to co-ordinate joint departmental decisions concerning budgets, delivery of service and other matters of a Regional concern. To provide advice and direction on matters concerning corporate policy, procedures, and administration.

Clerk

To provide secretariat services to Council and its Committees, including preparation, printing and circulation of agendas, minutes, and correspondence.

To provide information to the public, related to Council decisions.

Legal Services

To provide legal services to Regional Council and Committees, Regional Departments, Regional Transit Companies, Board of Commissioners of Police, Hamilton Region Conservation Authority and Library Board.

Human Resources Centre

To provide the necessary human resources for all Regional and City of Hamilton Departments by co-ordinating internal and external recruitment, negotiating Collective Agreements, interpreting agreements and handling issues relating to complaints, grievances and discipline.

To provide counselling services, training and development for all levels of employees as well as administering the Employment Equity program and an effective safety program.

Finance

To provide effective investment and pension fund management, accounting, financial controls, and financial planning services for management and Council

Information Systems

To provide technical support to users of computer resources for all Regional and City of Hamilton Departments. To direct strategy and administer systems development and information delivery in a cost-effective manner. To maintain existing systems in a current and reliable state.

Fiscal Services

To provide funds for any unexpected increase in expenditure or shortfall in projected revenue.

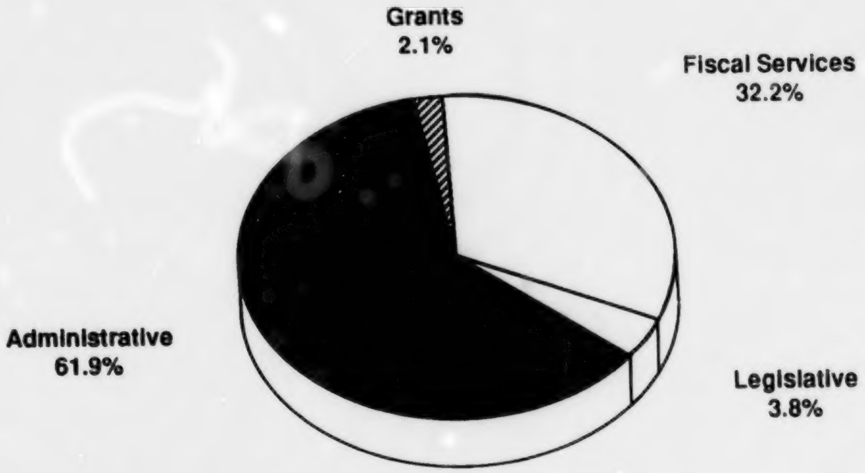
To provide for the protection of the Region's financial position against any loss arising from the destruction of Regional assets and/or any loss arising from liability claims.

To contribute to the Capital Levy Reserve under the Region's "Pay-As-You-Go" Policy in order to minimize the need for external debentures.

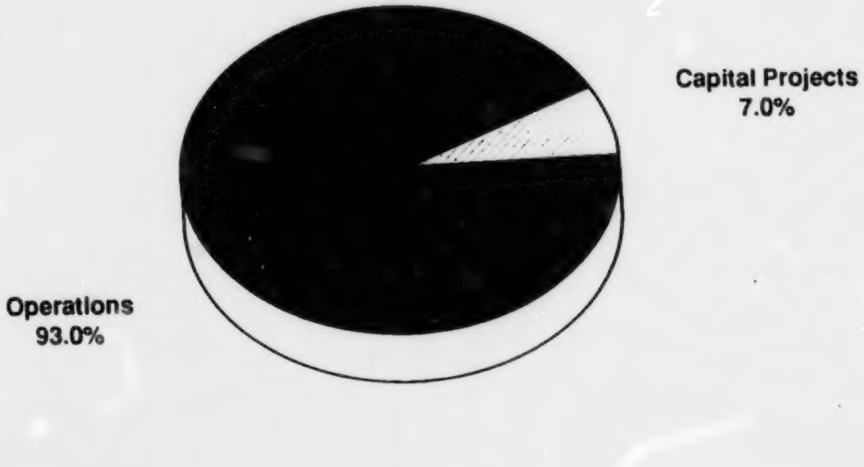
CONSOLIDATED EXPENDITURE AND REVENUE
($000's)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURE				
LEGISLATIVE	680	709	729	803
ADMINISTRATIVE DEPARTMENTS				
Operating Expenditure				
Chairman	250	270	282	368
Chief Administrative Officer	317	373	356	409
Internal Audit	130	165	164	204
Clerk	835	1,004	1,000	1,087
Legal Services	679	965	1,397	1,258
Human Resources Centre	2,859	4,114	4,297	4,277
Finance	5,059	6,050	6,530	7,062
Information Systems	2,396	3,646	2,481	3,181
Accommodation	1,494	1,359	1,792	1,397
Charged to Other Functions	(5,078)	(6,076)	(6,887)	(7,344)
	8,941	11,870	11,412	11,899
Debt Charges	0	2	2	47
Capital Projects	0	686	325	1,152
	8,941	12,558	11,739	13,098
FISCAL SERVICES				
Operating Expenditure				
Capital Reserve Provision	1,000	1,000	1,000	1,000
Taxes Written-Off	1,641	1,641	1,600	1,600
Leased Out-Court House	1,057	1,164	1,117	1,222
Contingency Provision	223	968	20	1,583
Tax Stabilization Reserve Provision	0	1,410	1,410	505
Insurance	1,923	1,894	1,880	1,836
Purchasing	323	291	264	298
Performance Excellence	0	0	0	443
Pay Equity	0	0	0	250
Other	0	44	160	57
Charged To Other Functions	(1,948)	(1,946)	(1,928)	(1,977)
	4,219	6,466	5,523	6,817
GRANTS TO COMMUNITY AGENCIES				
Operations	33	66	64	116
Capital Projects	0	100	80	320
	33	166	144	436
TOTAL CONSOLIDATED EXPENDITURE	**13,873**	**19,899**	**18,135**	**21,154**
REVENUE				
Regional Levies	6,700	9,263	8,873	9,862
Government Grants - Unconditional	1,313	1,733	1,674	1,558
Government Grants - Specific	22	5	21	71
Fees From Users	2,612	2,817	2,291	3,990
Billings to Area Municipalities	1,452	2,441	2,286	2,896
Financing - Internal Sources	887	413	325	1,134
Other - Regional Sources	887	3,227	2,665	1,643
TOTAL CONSOLIDATED REVENUE	**13,873**	**19,899**	**18,135**	**21,154**

GENERAL GOVERNMENT SERVICES
1990 CONSOLIDATED EXPENDITURE
$ 21.2 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURE					
LEGISLATIVE	803	851	889	930	971
ADMINISTRATIVE DEPARTMENTS					
Operating Expenditure					
Chairman	368	390	408	426	445
Chief Administrative Officer	409	434	453	473	495
Internal Audit	204	216	226	236	247
Clerk	1,087	1,152	1,204	1,258	1,315
Legal Services	1,258	1,333	1,393	1,456	1,522
Human Resources Centre	4,277	4,534	4,738	4,951	5,174
Finance	7,062	7,486	7,823	8,175	8,542
Information Systems	3,181	3,372	3,524	3,682	3,848
Accommodation	1,397	1,481	1,547	1,617	1,690
Charged to Other Functions	(7,344)	(7,785)	(8,135)	(8,501)	(8,884)
	11,899	12,613	13,181	13,773	14,394
Capital Financing	47	586	590	593	593
	11,946	13,199	13,771	14,366	14,987
FISCAL SERVICES					
Operating Expenditure					
Capital Reserve Provision	1,000	1,000	1,000	1,000	1,000
Taxes Written-Off	1,600	1,696	1,772	1,852	1,935
Leased Out-Court House	1,222	1,295	1,354	1,415	1,478
Contingency Provision	1,583	1,500	1,500	1,500	1,500
Tax Stabilization Reserve Provision	505	0	0	0	0
Insurance	1,836	1,946	2,034	2,125	2,221
Purchasing	298	316	330	345	360
Performance Excellence	443	470	491	513	536
Pay Equity	250	250	250	250	250
Other	57	60	63	66	69
Charged To Other Functions	(1,977)	(2,096)	(2,190)	(2,288)	(2,391)
	6,817	6,437	6,604	6,778	6,958
GRANTS TO COMMUNITY AGENCIES					
Operations	116	50	50	50	50
Capital Financing	300	300	300	300	300
	416	350	350	350	350
TOTAL GROSS EXPENDITURE	**19,982**	**28,837**	**21,614**	**22,424**	**23,266**
REVENUE					
Government Grants - Unconditional	1,558	1,558	1,558	1,558	1,558
Government Grants - Specific	71	75	79	82	86
Fees From Users	3,990	4,229	4,420	4,619	4,826
Billings to Area Municipalities	2,896	3,070	3,208	3,352	3,503
Other - Regional Sources	1,605	1,644	1,712	1,783	1,857
TOTAL REVENUE	**10,120**	**10,576**	**10,977**	**11,394**	**11,830**
FUNDED BY TAX LEVY	**9,862**	**10,261**	**10,637**	**11,030**	**11,436**
	6.5%	4.0%	3.7%	3.7%	3.7%

FIVE-YEAR CAPITAL BUDGET - CORPORATE SERVICES
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Consultants	120	0	0	0	0	120
Telephone System	0	0	21	0	0	21
Lot Levy Study	0	0	50	0	0	50
Emergency Communication System	150	6,842	0	0	0	6,992
New Regional Headquarters	882	6,163	15,362	17,102	19,017	58,526
Moving Cost	0	0	0	0	100	100
	1,152	13,005	15,433	17,102	19,117	65,809
CAPITAL FINANCING						
Financing - External Sources	914	10,497	15,362	17,102	19,017	62,892
Financing - Internal Sources	220	0	221	0	100	341
Other Revenue	18	2,508	50	0	0	2,576
	1,152	13,005	15,433	17,102	19,117	65,809

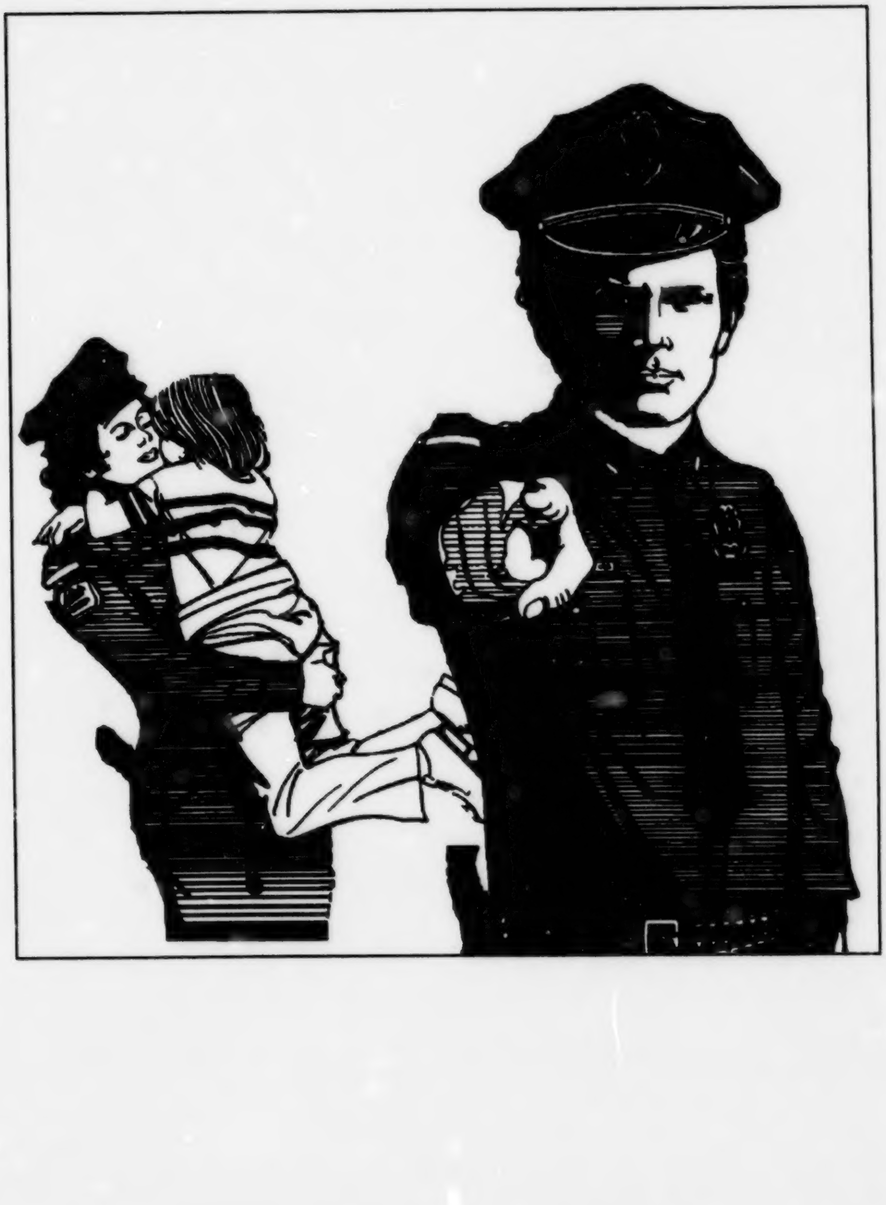
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	TOTAL
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	0	505	0	0	0	505
Debt Charges - Existing	47	47	47	47	47	235
Debt Charges - New	0	34	543	546	546	1,669
TOTAL CAPITAL FINANCING	47	586	590	593	593	2,409
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	47	586	590	593	593	2,409

FIVE YEAR CAPITAL BUDGET - GRANTS TO COMMUNITY GROUPS
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Capital Projects	320	300	300	300	300	1,520
	320	**300**	**300**	**300**	**300**	**1,520**
CAPITAL FINANCING						
Contribution Carried Forward	20	0	0	0	0	20
Current Contribution	300	300	300	300	300	1,500
	320	**300**	**300**	**300**	**300**	**1,520**
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	300	300	300	300	300	1,500
TOTAL CAPITAL FINANCING	**300**	**300**	**300**	**300**	**300**	**1,500**
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	**300**	**300**	**300**	**300**	**300**	**1,500**

PROTECTION TO PERSONS AND PROPERTY



PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
POLICE					
Special Service Division	Workload	Intelligence (Charges)	217	619	285
	Workload	Vice (Charges)	1,089	957	88
	Workload	Drugs (Charges)	1,391	918	66
Crime Stoppers Branch	Effectiveness	Criminal Arrests	168	101[1]	60
	Effectiveness	Cases Cleared	291	114[1]	39
	Effectiveness	Stolen Property Recovered	$387,000	$221,000[1]	57
	Effectiveness	Seizure of Illicit Drugs	$597,000	$1,028,000[1]	172
Traffic Division	Workload	Vehicles Stopped Under the R.I.D.E. Program	51,563	51,576	100
Community Services	Workload	School Visits	1,385	1,686	122
	Workload	Lectures Presented	1,672	2,257	135
	Workload	Students Lectured	47,396	52,168	110
	Workload	Public Groups Lectured	534	361	68
	Workload	Public Tours	72	123	171
	Workload	Persons on Tour	1,601	2,261	141
	Workload	Neighbourhood Watch Organized	86	85	99

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[1] As of October 30, 1989

STATEMENT OF PURPOSE

POLICE COMMISSION

To provide policing and the maintenance of peace and good order, crime prevention and enforcement of criminal and regulatory laws in the Regional Municipality of Hamilton-Wentworth. Services provided include criminal investigations, traffic control, preventative patrolling and special educational services. A year round marine unit patrols an area in Burlington Bay and Lake Ontario.

CONSERVATION AUTHORITIES

To provide environmental protection services as defined in the Conservation Act (Ontario) in all watershed areas within the Region of Hamilton-Wentworth. Specific services include the preservation of nature areas and wildlife, flood control and the provision of recreational facilities through community ponds, reservoir areas and nature trails.

EMERGENCY SERVICES

To ensure through the Emergency Measures Organization that the full range of emergency planning and preparedness measures are in place to be implemented in the event of a major emergency.

To provide Emergency Phone Line to allow citizens to use a simple 24-hour phone number to request immediate assistance from any of the following emergency services - police, fire, ambulance.

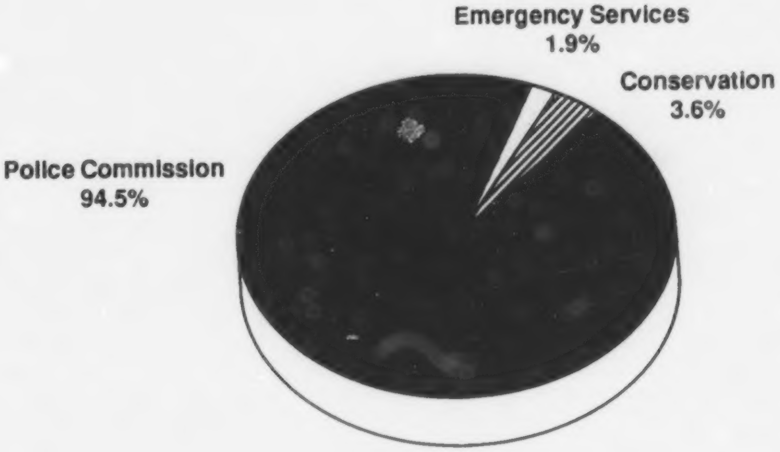
GRANTS TO COMMUNITY GROUPS

To provide assistance to certain organizations which contribute to the provision of protection to persons and property.

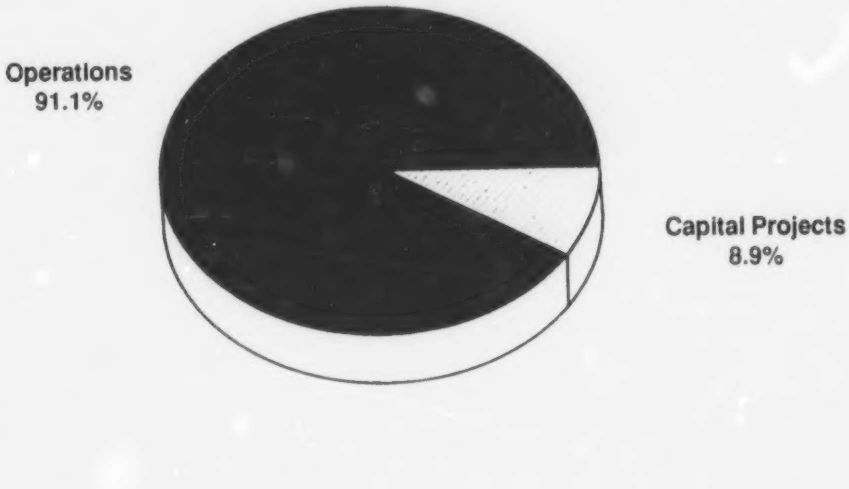
CONSOLIDATED EXPENDITURE AND REVENUE
($000'S)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURE				
POLICE COMMISSION				
Operations	46,747	50,486	50,538	56,934
Debt Charges	1,531	1,489	1,316	1,625
Capital Projects	367	2,989	900	4,950
	48,645	54,964	52,754	63,509
GRANTS TO CONSERVATION AUTHORITIES				
Hamilton Region Authority	1,896	2,049	2,049	2,195
Grand River Authority	75	85	85	88
Halton Region Authority	53	55	55	61
Niagara Peninsula Authority	56	61	61	75
	2,080	2,250	2,250	2,419
EMERGENCY SERVICES				
Operations	318	491	422	307
Capital Projects	0	1,338	168	998
	318	1,829	590	1,305
HSPCA				
Capital Projects	0	0	0	38
GRANTS TO COMMUNITY GROUPS	27	44	44	33
TOTAL CONSOLIDATED EXPENDITURE	51,070	59,087	55,638	67,304
REVENUE				
Regional Levies	36,810	38,957	38,767	45,038
Government Grants - Unconditional	12,697	13,918	13,979	13,650
Government Grants - Specific	0	253	145	158
Fees From Users	644	864	700	652
Financing - Capital Reserves	136	2,129	726	3,212
Financing - External Sources	0	1,746	0	2,477
Other - Regional Sources	783	1,220	1,321	2,117
TOTAL CONSOLIDATED REVENUE	51,070	59,087	55,638	67,304

PROTECTION TO PERSONS & PROPERTY
1990 CONSOLIDATED EXPENDITURE
$ 67.3 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURE					
POLICE COMMISSION					
Operations	56,934	60,350	63,066	65,904	68,869
Capital Financing	1,700	1,544	2,246	2,271	2,835
	58,634	61,894	65,312	68,175	71,704
GRANTS TO CONSERVATION AUTHS.					
Hamilton Region Authority	2,195	2,327	2,431	2,541	2,655
Grand River Authority	88	93	97	102	106
Halton Region Authority	61	65	68	71	74
Niagara Peninsula Authority	75	80	83	87	91
	2,419	2,565	2,679	2,801	2,926
EMERGENCY SERVICES					
Operations	307	465	486	508	531
Capital Financing	232	119	119	119	119
	539	584	605	627	650
GRANTS TO COMMUNITY GROUPS	33	35	37	38	40
TOTAL GROSS EXPENDITURE	61,625	65,078	68,633	71,641	75,320
REVENUES					
Government Grants - Unconditional	13,650	13,650	13,650	13,650	13,650
Government Grants - Specific	158	167	175	183	191
Fees From Users	652	691	722	755	789
Other - Regional Sources	2,127	1,963	2,020	2,079	2,141
TOTAL REVENUE	16,587	16,471	16,567	16,667	16,771
FUNDED BY TAX LEVY	45,038	48,607	52,066	54,974	58,549
% INCREASE	15.6%	7.9%	7.1%	5.6%	6.5%

FIVE-YEAR CAPITAL BUDGET - POLICE
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Automated Fingerprint System	473	0	0	0	0	473
Project Constable / CAD	2,000	200	150	2,500	0	4,850
East End Police Station	2,477	4,863	0	0	0	7,340
	4,950	5,063	150	2,500	0	12,663
CAPITAL FINANCING						
Financing - Internal Sources	2,398	200	150	2,500	0	5,248
Financing - External Sources	2,477	4,863	0	0	0	7,340
Contribution From Current	75	0	0	0	0	75
	4,950	5,063	150	2,500	0	12,663
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	75	0	0	0	0	75
Debt Charges - Existing	1,625	628	628	615	553	4,049
Debt Charges - New	0	916	1,618	1,656	2,282	6,472
TOTAL CAPITAL FINANCING	1,700	1,544	2,246	2,271	2,835	10,596
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	1,700	1,544	2,246	2,271	2,835	10,596

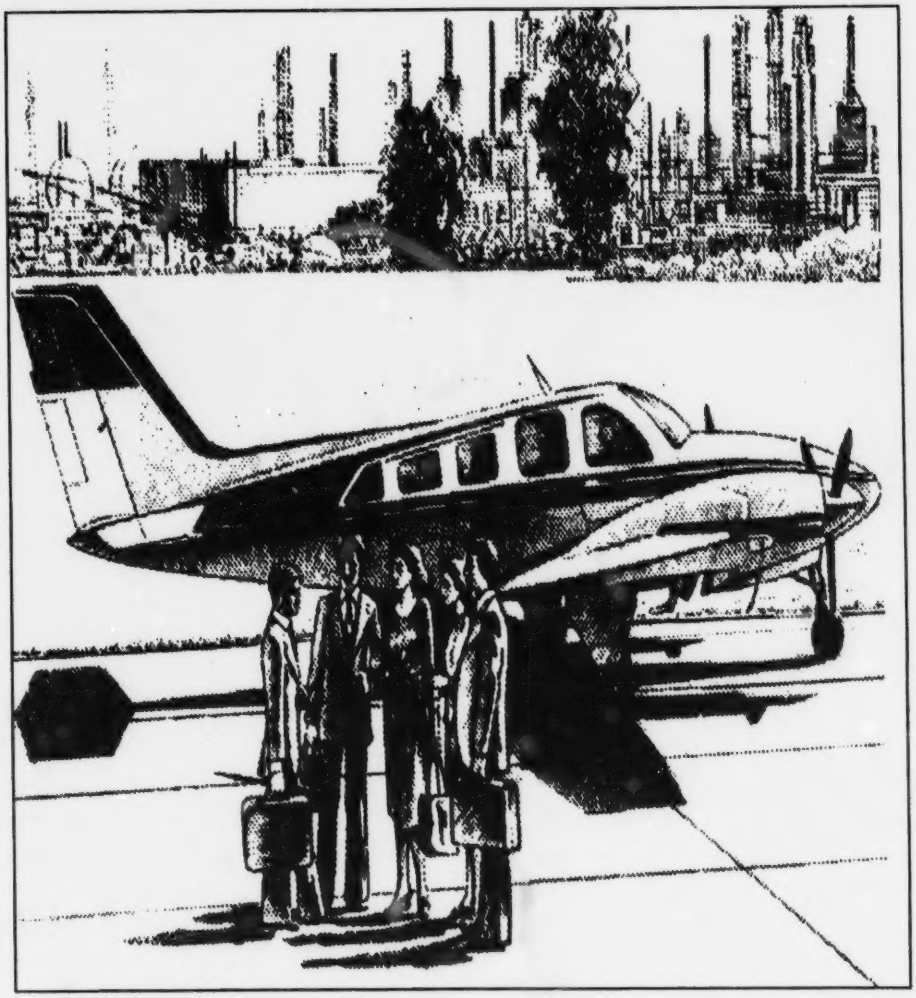
FIVE-YEAR CAPITAL BUDGET - EMERGENCY SERVICES
($000'S)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Enhanced 911	998	0	0	0	0	998
	998	0	0	0	0	998
CAPITAL FINANCING						
Financing - Internal Sources	766	0	0	0	0	766
Contribution from Current	232	0	0	0	0	232
	998	0	0	0	0	998
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	232	0	0	0	0	232
Debt Charges - New	0	119	119	119	119	476
TOTAL CAPITAL FINANCING	232	119	119	119	119	708
INCREMENTAL OPERATING COSTS	28	140	0	0	0	168
IMPACT ON CURRENT BUDGET	260	259	119	119	119	876

FIVE-YEAR CAPITAL BUDGET - H.S.P.C.A.
($000'S)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
H.S.P.C.A.	38	65	54	168	149	474
	38	65	54	168	149	474
CAPITAL FINANCING						
Financing - Internal Sources	38	65	54	168	149	474
	38	65	54	168	149	474

TRANSPORTATION SERVICES



PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
ROADWAYS					
Surface Maintenance	Workload	Hard Patching (Tonnes)	291	270	93
	Workload	Patching - Grd. & Rol. (Tonnes)	3,914	5,600	143
	Workload	Spring Patching (100 Litres)	264	135	51
	Workload	Surface Treatment (Square metres)	363,564	310,000	85
	Workload	Supervision Surfaces (person hours)	852	1,000	117
	Workload	Mechanical Sweeping (km's)	343	275	80
	Workload	Intersection Sweeping (person hours)	200	225	113
	Workload	Summer Road Patrol (person hours)	255	150	59
Shoulder Maintenance	Workload	Shoulder Sealing (100 litres)	362	350	97
	Workload	Shouldering (Tonnes)	1,754	3,500	200
	Workload	Shoulder Grading (km's)	1,391	800	58
	Workload	Spot Shoulder Grading (person hours)	60	65	108
	Workload	Supervision Shoulders (person hours)	325	500	154
	Workload	Shoulder Washouts (person hours)	787	975	124
Roadside Maintenance	Workload	Tractor Mowing (km's)	1,015	1,015	100
	Workload	Hand Mow - Scythe (person hours)	421	522	124
	Workload	Tree Removal (Person Hours)	100	85	85
	Workload	Stump Removal (Person Hours)	21	30	143
	Workload	Brush-cutting (person hours)	855	800	94
	Workload	Spot Debris Pick-up (person hours)	719	950	132
Winter Maintenance	Workload	Plowing (km's)	23,650	8,000	34
	Workload	Sanding (km's)	2,055	1,600	78
	Workload	Salting (km's)	8,996	13,500	150
	Workload	Snow Fence Up (metres)	39,250	33,100	84

STATEMENT OF PURPOSE

ROADWAYS

To provide planning services for the safe and effective movement of vehicular traffic within the Region by means of arterial roadways and the related traffic control systems. The planning is based on information related to the present and the projected travel needs within the Region.

To implement current programs for the improvement, maintenance and administration of the Regional Road System.

To implement road maintenance programs to reduce the level of deficiency within the Regional Road System. Two major programs have been undertaken by the Region without matching provincial funding. In 1987 the Advanced Road Rehabilitation Program and in 1989 the Enhanced Road Program.

REDHILL CREEK EXPRESSWAY

To implement the construction of a controlled access roadway connecting Highway 403 in Ancaster to the QEW in the eastern part of the City of Hamilton in accordance with the scope of work approved by the Provincial Cabinet.

RECOVERABLE SERVICES

To provide maintenance, reconstruction and local improvement construction services on local roadways which are the responsibility of the area municipality. All associated costs are recovered from the area municipality.

To provide School Traffic Officer services to area municipalities which is coordinated with the Regional Police Department and totally recoverable from area municipalities receiving the service.

REGIONAL TRANSIT

To operate, through Hamilton Street Railway (H.S.R.), a safe, convenient and efficient public transit service within the urban area of the Region.

To provide, through Canada Coach Lines (C.C.L.), an inter-urban transit system providing transportation services to the residents of the suburban areas of the Region and providing linkages to all adjacent Regions and centres.

To provide through the Disabled and Aged Regional Transit System (D.A.R.T.S.), a parallel public transit system to those individuals who are unable to use the regular transit system.

REGIONAL AIRPORT

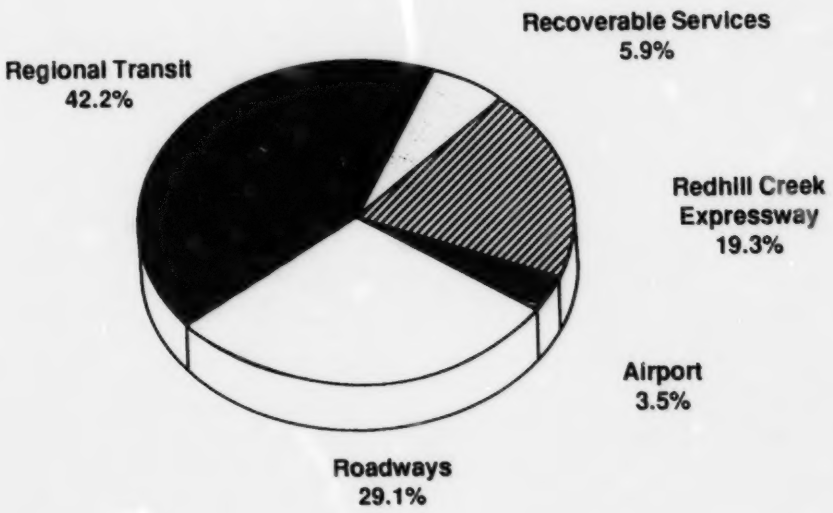
To provide the travelling public of the Hamilton-Wentworth Region and adjacent areas with facilities for passenger and freight air transportation services. The Hamilton Civic Airport was assumed from the City of Hamilton in 1986. Administrative and operational expenditures are funded 100% by the Federal Government.

CONSOLIDATED EXPENDITURE AND REVENUE
($000's)

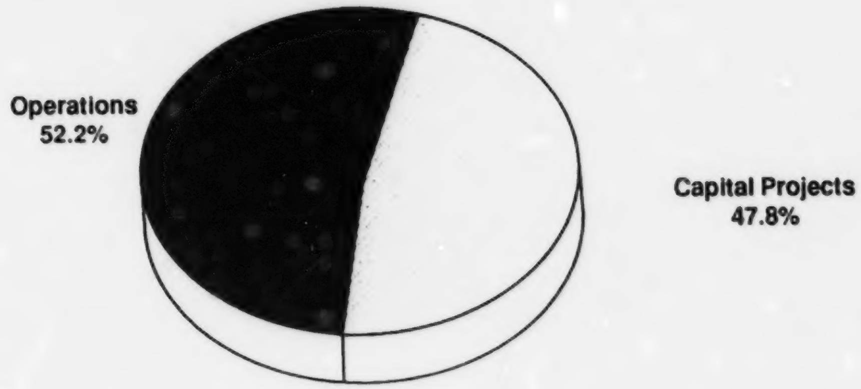
	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURES				
ROADWAYS				
Operations	11,341	12,940	14,227	13,456
Debt Charges	1,806	1,324	1,324	1,389
Capital Financing - Rehabilitation	3,045	3,091	3,091	3,137
Capital Projects	12,057	27,984	15,878	35,986
	28,249	45,339	34,520	53,968
RED HILL CREEK EXPRESSWAY				
Operations	672	1,184	704	1,180
Debt Charges	72	73	71	72
Capital Projects	6,564	15,251	9,770	34,646
	7,308	16,508	10,545	35,898
RECOVERABLE SERVICES*	10,117	10,337	10,220	10,932
TRANSIT SYSTEM				
Hamilton Street Railways				
Operations	42,229	45,409	45,806	48,318
Debt Charges	1,739	2,060	2,060	2,515
Capital Projects	13,111	27,883	19,717	13,531
Canada Coach Lines				
Operations	6,366	6,762	8,138	7,923
Debt Charges	498	577	562	1,259
Capital Projects	937	4,298	3,479	0
Disabled And Aged Regional Transit*				
Operations	3,302	4,397	4,114	4,876
	68,182	91,386	83,876	78,422
REGIONAL AIRPORT				
Operations	1,595	1,678	2,237	1,808
Debt Charges	0	15	22	20
Capital Projects	0	406	272	4,654
	1,595	2,099	2,531	6,482
TOTAL CONSOLIDATED EXPENDITURE	**115,451**	**165,669**	**141,692**	**185,702**
REVENUE				
Regional Levies	24,456	33,381	34,031	36,684
Government Grants - Unconditional	4,849	3,620	3,674	3,778
Government Grants - Specific	36,126	53,441	36,868	60,127
Fees From Users	28,666	24,893	30,905	33,550
Billings to Area Municipalities	14,587	18,233	15,383	12,369
Financing - External Sources	0	15,198	9,786	21,412
Financing - Internal Sources	5,193	11,694	8,848	11,674
Other - Regional Sources	1,574	5,209	2,197	6,108
TOTAL CONSOLIDATED REVENUE	**115,451**	**165,669**	**141,692**	**185,702**

* The budget includes the gross costs of Recoverable Services and D.A.R.T.S. which are shown at net cost in financial statements.

TRANSPORTATION SERVICES
1990 CONSOLIDATED EXPENDITURE
$ 185.7 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURES					
ROADWAYS					
Roadways	**1,908**	2,022	2,113	2,209	2,308
Road Maintenance	**11,548**	12,241	12,975	13,754	14,579
Capital Financing	**9,446**	10,264	10,989	12,557	12,394
	22,902	24,527	26,077	28,520	29,281
RED HILL CREEK EXPRESSWAY					
Operations	**1,180**	1,251	1,307	1,366	1,427
Capital Financing	**6,001**	6,616	7,212	7,918	9,078
	7,181	7,867	8,519	9,284	10,505
RECOVERABLE SERVICES*					
Local Roadways	**9,722**	10,305	10,769	11,254	11,760
School Traffic Officers	**1,210**	1,283	1,340	1,401	1,464
	10,932	11,588	12,109	12,655	13,224
TRANSIT SYSTEM					
Hamilton Street Railways					
Operations	**48,318**	51,217	53,522	55,930	58,447
Capital Financing	**2,594**	3,152	3,756	4,291	4,051
Canada Coach Lines					
Operations	**7,923**	8,398	8,776	9,171	9,584
Capital Financing	**1,259**	1,100	1,116	1,316	1,525
Disabled And Aged Regional Transit*					
Operations	**4,876**	5,169	5,401	5,644	5,898
	64,970	69,036	72,571	76,352	79,505
REGIONAL AIRPORT					
Operations	**1,808**	1,916	2,003	2,093	2,187
Capital Financing	**29**	40	42	44	46
	1,837	1,956	2,045	2,137	2,233
TOTAL GROSS EXPENDITURE	**107,822**	**114,974**	**121,321**	**128,948**	**134,748**
REVENUE					
Government Grants - Unconditional	**3,778**	3,778	3,778	3,778	3,778
Government Grants - Specific	**19,090**	20,235	21,146	22,098	23,092
Fees From Users	**33,550**	35,563	37,163	38,836	40,583
Billings to Area Municipalities	**12,369**	13,111	13,701	14,318	14,962
Other - Regional Sources	**2,351**	2,079	2,151	2,226	2,304
TOTAL REVENUE	**71,138**	**74,766**	**77,939**	**81,256**	**84,7219**
FUNDED BY TAX LEVY	**36,684**	**40,208**	**43,382**	**47,692**	**50,029**
% INCREASE	**9.9%**	9.6%	7.9%	9.9%	4.9%

* The budget includes the gross costs of Recoverable Services and D.A.R.T.S. which are shown at net cost in financial statements.

FIVE-YEAR CAPITAL BUDGET - ROADWAYS
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	**$**
CAPITAL EXPENDITURE						
Regular Program	**20,032**	19,325	15,838	10,915	18,354	**84,464**
Rehabilitation Program	**11,287**	7,079	8,016	3,805	0	**30,187**
Enhanced Program	**4,667**	4,007	231	7,453	2,321	**18,679**
	35,986	30,411	24,085	22,173	20,675	**133,330**
CAPITAL FINANCING						
Grants & Subsidies	**3,862**	2,694	2,686	2,747	2,812	**14,801**
Financing - External Sources	**11,907**	8,842	5,237	7,847	8,763	**42,596**
Current Contribution	**4,920**	4,697	4,553	5,434	5,248	**24,852**
Lot Levy Reserve Contribution	**4,535**	5,646	1,179	2,340	3,852	**17,552**
Other Revenue	**10,762**	8,532	10,430	3,805	0	**33,529**
	35,986	30,411	24,085	22,173	20,675	**133,330**
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	**4,920**	4,697	4,553	5,434	5,248	**24,852**
Debt Charges - Existing	**1,389**	1,378	1,308	1,250	773	**6,098**
Debt Charges - Reg. & Enhanced	**0**	1,271	2,438	3,209	4,289	**11,207**
Contribution-Rehabilition *	**3,137**	3,184	3,232	3,280	3,329	**16,162**
TOTAL CAPITAL FINANCING	**9,446**	**10,530**	**11,531**	**13,173**	**13,639**	**58,319**
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	**9,446**	**10,530**	**11,531**	13,173	13,639	**58,319**

* To establish a Reserve to assist repayment of debt charges generated by the external funding of the Rehabilitation Program. Debt charges are met from the Reserve.

FIVE YEAR CAPITAL BUDGET - FREEWAY
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Red Hill Creek Expressway	34,646	36,183	48,613	53,980	35,845	209,267
	34,646	36,183	48,613	53,980	35,845	209,267
CAPITAL FINANCING						
Grants & Subsidies	23,924	25,154	33,907	37,635	24,439	145,059
Financing - Internal Sources *	4,057	3,839	6,962	7,935	1,802	24,595
Current Contribution	5,929	6,544	7,212	7,846	9,006	36,537
Lot Levy Reserve Contribution	736	646	532	564	598	3,076
	34,646	36,183	48,613	53,980	35,845	209,267
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	5,929	6,544	7,212	7,846	9,006	36,537
Debt Charges	72	72	72	72	72	360
TOTAL CAPITAL FINANCING	6,001	6,616	7,284	7,918	9,078	36,897
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	6,001	6,616	7,284	7,918	9,078	36,897

* Supported on a cash flow basis from reserves - to be met from future operating budget per financing plan approved by Council in October 1984.

FIVE-YEAR CAPITAL BUDGET - HAMILTON STREET RAILWAY
($000's)

	1990 $	1991 $	1992 $	1993 $	1994 $	Total $
CAPITAL EXPENDITURE						
Infrastructure-Upgrades/ Replacements	8,777	5,779	5,028	1,536	916	22,036
Vehicle Replacements	3,825	8,150	8,517	4,207	4,417	29,116
Other	929	473	0	0	0	1,402
	13,531	14,402	13,545	5,743	5,333	52,554
CAPITAL FINANCING						
Grants & Subsidies	10,656	10,636	10,039	4,176	3,881	39,388
Financing - Internal Sources	2,296	3,766	3,506	1,567	1,014	12,149
Current Contribution	79	0	0	0	438	517
Other Revenue	500	0	0	0	0	500
	13,531	14,402	13,545	5,743	5,333	52,554

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	Total
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	79	0	0	0	438	517
Debt Charges - Existing	2,515	2,515	2,515	2,515	2,035	12,095
Debt Charges - New	0	314	812	1,246	1,438	3,810
TOTAL CAPITAL FINANCING	2,594	2,829	3,327	3,761	3,911	16,422
INCREMENTAL OPERATING COSTS	181	140	0	0	0	321
IMPACT ON CURRENT BUDGET	2,775	2,969	3,327	3,761	3,911	16,743

FIVE-YEAR CAPITAL BUDGET - CANADA COACH LINES
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Replacement Coaches	0	990	1,039	1,090	1,146	4,265
Bus Refurbishing	0	115	125	130	0	370
Ticket Macines	0	100	0	0	0	100
	0	1,205	1,164	1,220	1,146	4,735
CAPITAL FINANCING						
Financing - Internal Sources	0	1,205	1,164	1,220	1,146	4,735
	0	1,205	1,164	1,220	1,146	4,735
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Debt Charges - Existing	1,259	1,100	916	916	916	5,107
Debt Charges - New	0	0	200	400	609	1,209
TOTAL CAPITAL FINANCING	1,259	1,100	1,116	1,316	1,525	6,316
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	1,259	1,100	1,116	1,316	1,525	6,316

FIVE-YEAR CAPITAL BUDGET - AIRPORT
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Transportation Canada Projects	2,595	4,233	2,024	25	7	8,884
Runway Extension	2,000	3,000	0	0	0	5,000
Other	59	0	0	0	0	59
	4,654	7,233	2,024	25	7	13,943
CAPITAL FINANCING						
Grants & Subsidies	2,595	4,233	2,024	25	7	8,884
Financing - Internal Sources	50	0	0	0	0	50
Current Contribution	9	0	0	0	0	9
Other Revenue	2,000	3,000	0	0	0	5,000
	4,654	7,233	2,024	25	7	13,943

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	Total
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	9	0	0	0	0	9
Debt Charges - Existing	20	20	22	24	26	112
Debt Charges - New	0	20	20	20	20	80
TOTAL CAPITAL FINANCING	29	40	42	44	46	201
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	29	40	42	44	46	201

ENVIRONMENTAL SERVICES

PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
Waterworks	Workload	Main Repairs	430	500	116
	Workload	Material Disposal Loads	1,800	450	25
	Workload	Main Flushing Hydrants	390	900	231
	Workload	Hydrant Field Repair	1,100	1,100	100
	Workload	Hydrant Painting	1,274	2,900	228
	Workload	Hydrant Inspection	12,000	8,600	72
	Workload	Hydrant Thawing	150	200	133
	Workload	Hydrant Flow Test	250	950	380
Sanitary Sewers	Workload	Sewer Repairs	15	12	80
	Workload	Material Disposal Loads	200	500	250
	Workload	Sewer Flushing (metres)	40,000	14,000	35
	Workload	Sewer Cleaning (metres)	270,250	250,000	93
	Workload	Sewer Inspection (metres)	750,000	600,000	80
	Workload	Sewer Complaints	200	100	50
	Workload	Manhole Adjustments	150	75	50
	Workload	Clean Sewer Chamber	120	170	142

STATEMENT OF PURPOSE

SANITARY SEWER SYSTEM

To provide and maintain a system for the collection and treatment of domestic, commercial and industrial sanitary sewage to meet the effluent quality standards established by the Ministry of the Environment, and the uninterrupted operation of the gravity sewer collection system, sewage pumping stations and three sewage treatment plants.

WATER WORKS SYSTEM

To continuously supply quality potable water to domestic, commercial and industrial consumers in sufficient quantity and at adequate pressure to satisfy user needs. The system consists of a water treatment plant, wells, booster pumping stations, reservoirs and distribution watermains.

STORM SEWERS - HAMILTON

To provide the City of Hamilton with a storm management system to convey storm water to natural waterways with the objective to establish separate storm and sanitary systems, minimize flooding and provide continuous uninterrupted operation of the gravity storm sewer system.

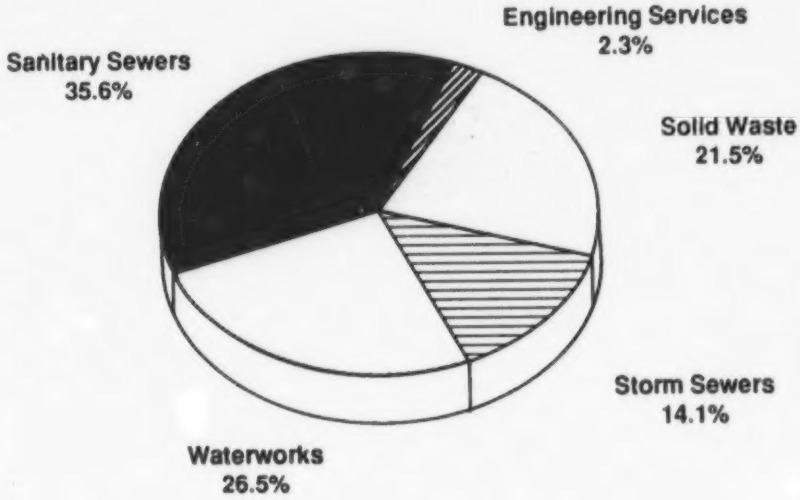
SOLID WASTE

To provide Solid Waste Management System facilities and services for the processing and disposal of acceptable solid waste generated within the Region of Hamilton-Wentworth. Activities involved include the provision of landfill sites, transfer stations, planning, development and maintenance of facilities and equipment, environmental monitoring and efficient resource recovery programs.

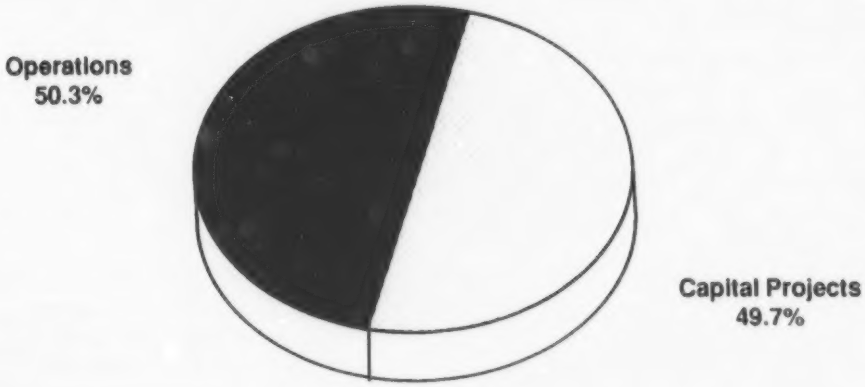
CONSOLIDATED EXPENDITURE AND REVENUE
($000's)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURES				
SANITARY SEWERS				
Operations	13,373	13,842	14,707	14,197
Debt Charges	6,817	7,412	7,327	7,473
Capital Projects	8,415	18,919	10,431	29,995
Cost Allocations	(277)	(483)	(487)	(332)
	28,328	39,690	31,978	51,333
WATERWORKS SYSTEM				
Operations	13,271	13,372	14,977	15,737
Debt Charges	6,586	6,983	6,754	6,974
Capital Projects	8,947	11,688	7,670	15,596
Cost Allocations	0	0	(465)	0
	28,804	32,043	28,936	38,307
STORM SEWER SYSTEM				
Operations	401	955	1,034	1,211
Debt Charges	1,730	1,900	1,900	2,833
Capital Projects	9,340	16,294	10,143	16,367
	11,471	19,149	13,077	20,411
SOLID WASTE SYSTEM				
Operations	10,720	13,724	13,520	20,069
Debt Charges	1,233	1,252	1,250	1,252
Capital Projects	274	6,304	552	9,816
	12,227	21,280	15,322	31,137
PARCILS				
Capital Projects	0	400	0	211
POLLUTION CONTROL				
Operations	1,060	1,529	1,472	1,459
Cost Allocations	(918)	(1,422)	(1,335)	(1,425)
	142	107	137	34
ENGINEERING SERVICES				
Operations	6,983	8,834	7,031	12,366
Cost Allocations	(3,785)	(4,832)	(4,831)	(9,015)
	3,198	4,002	2,200	3,351
TOTAL CONSOLIDATED EXPENDITURE	**84,170**	**116,671**	**91,650**	**144,784**
REVENUES				
Regional Levies	11,396	10,690	10,742	12,004
Government Grants - Unconditional	4,571	3,762	3,766	4,001
Government Grants - Specific	2,905	6,023	571	8,406
Direct Billings Rate	41,870	42,773	46,036	44,483
Fees From Users	5,891	12,810	9,496	18,633
Billings to Area Municipality	5,979	3,849	4,361	4,613
Financing - Internal Sources	6,200	13,448	5,499	23,295
Financing - External Sources	0	6,000	6,898	5,508
Lot Levy Contribution	0	4,789	2,023	5,841
Prior Years's Contribution	0	0	0	3,317
Future Development	0	3,090	1,393	1,400
Local's Owners Share	1,911	3,616	503	4,866
Other Regional Sources	3,447	5,821	362	8,417
TOTAL CONSOLIDATED REVENUES	**84,170**	**116,671**	**91,650**	**144,784**

ENVIRONMENTAL SERVICES
1990 CONSOLIDATED EXPENDITURE
$ 144.8 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURES					
SANITARY SEWER SYSTEM					
Operations	14,197	15,116	15,872	16,665	17,499
Capital Financing	14,262	14,795	15,229	15,548	16,007
Cost Allocations	(332)	(352)	(368)	(384)	(402)
	28,127	29,559	30,733	31,829	33,104
WATERWORKS SYSTEM					
Operations	15,737	16,760	17,598	18,478	19,402
Capital Financing	11,875	12,409	12,872	13,301	13,712
	27,612	29,169	30,470	31,779	33,114
STORM SEWER SYSTEM					
Operations	1,212	1,291	1,355	1,423	1,494
Capital Financing	5,277	6,066	6,990	8,008	9,216
	6,489	7,357	8,345	9,431	10,710
SOLID WASTE SYSTEM					
Operations	20,069	20,883	21,572	22,321	23,215
Capital Financing	1,252	758	715	640	451
	21,321	21,641	22,287	22,961	23,666
PARCILS					
Operations	0	613	1,065	1,134	2,160
Capital Financing	0	532	988	1,055	1,142
	0	1,145	2,053	2,189	3,302
POLLUTION CONTROL					
Operations	1,459	1,547	1,616	1,689	1,765
Cost Allocations	(1,425)	(1,511)	(1,578)	(1,650)	(1,724)
	34	36	38	39	41
ENGINEERING SERVICES					
Operations	12,366	13,108	13,698	14,314	14,958
Cost Allocations	(9,015)	(9,556)	(9,986)	(10,435)	(10,905)
	3,351	3,552	3,712	3,879	4,053
TOTAL GROSS EXPENDITURE	86,934	92,459	97,638	102,107	107,990
REVENUE					
Government Grants - Unconditional	4,001	4,001	4,001	4,001	4,001
Government Grants - Specific	157	166	174	182	190
Direct Billings Rate	44,483	46,816	48,569	50,387	52,275
Fees From Users	18,633	19,751	20,640	21,569	22,539
Billings to Area Municpality	4,613	4,890	5,110	5,340	5,580
Other Regional Sources	3,043	3,146	3,279	3,418	3,563
TOTAL REVENUES	74,930	78,770	81,773	84,897	88,148
FUNDED BY TAX LEVY	12,004	13,689	15,865	17,210	19,842
% INCREASE	12.3%	14.0%	15.9%	8.5%	15.3%

FIVE-YEAR CAPITAL BUDGET - SANITARY SEWERS
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Sewer Replacement	3,936	1,145	1,696	2,129	993	9,899
Sewage Treatment Plants	11,797	680	937	5,395	818	19,627
Trunk Sewers	7,603	496	3,097	3,902	0	15,098
Local Improvements	3,090	3,244	3,407	3,577	3,756	17,074
Subdivisions	941	800	800	800	800	4,141
Pumping Stations	1,330	66	1,621	91	1,338	4,446
Pollution Control	1,053	2,677	4,110	2,500	2,500	12,840
Other	245	0	0	0	0	245
	29,995	9,108	15,668	18,394	10,205	83,370
CAPITAL FINANCING						
Grants & Subsidies	2,113	331	1,275	1,127	26	4,872
Financing - Internal Sources	8,645	0	3,642	7,174	0	19,461
Current Contribution	6,789	5,670	6,671	6,875	6,384	32,389
Lot Levy Reserve Contribution	2,182	373	685	245	693	4,178
Prior Year's Contribution	3,317	0	543	0	0	3,860
Locals - Owner's Share	3,353	2,334	2,452	2,573	2,702	13,414
Future Development	400	400	400	400	400	2,000
Other Revenue	3,196	0	0	0	0	3,196
	29,995	9,108	15,668	18,394	10,205	83,370

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	Total
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	6,789	6,213	6,671	6,875	6,876	33,424
Debt Charges - Existing	7,473	7,235	7,211	6,783	6,587	35,289
Debt Charges - New	0	1,347	1,347	1,890	2,544	7,128
TOTAL CAPITAL FINANCING	14,262	14,795	15,229	15,548	16,007	75,841
INCREMENTAL OPERATING COSTS	0	71	76	79	83	309
IMPACT ON CURRENT BUDGET	14,262	14,866	15,305	15,627	16,090	76,150

FIVE-YEAR CAPITAL BUDGET - WATER WORKS
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Watermain Replacement	3,831	4,622	6,133	3,617	5,919	24,122
Water Treatment Plants	523	227	186	321	204	1,461
Trunk Watermain	97	1,031	2,392	96	1,003	4,619
Local Improvements	1,622	1,416	1,487	2,473	1,641	8,639
Subdivisions	1,857	1,250	1,250	1,250	1,250	6,857
Pumping Stations/Reservoirs	3,947	4,861	0	1,696	728	11,232
Hydrant/Valve Replacement	2,332	2,319	2,320	2,374	2,467	11,812
Maintenance Programs	454	501	551	608	670	2,784
Other	933	76	80	393	73	1,555
	15,596	16,303	14,399	12,828	13,955	73,081
CAPITAL FINANCING						
Grants & Subsidies	803	832	419	665	526	3,245
Financing - Internal Sources	5,913	5,964	6,402	3,131	2,956	24,366
Current Contribution	4,901	4,969	4,864	5,312	6,498	26,544
Lot Levy Reserve Contribution	2,462	3,330	1,402	2,008	2,615	11,817
Locals - Owner's Share	839	708	812	1,212	860	4,431
Future Development	500	500	500	500	500	2,500
Other Revenue	178	0	0	0	0	178
	15,596	16,303	14,399	12,828	13,955	73,081

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	Total
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	4,901	4,969	4,864	5,312	6,498	26,544
Debt Charges - Existing	6,974	6,477	6,095	5,122	4,240	28,908
Debt Charges - New	0	963	1,913	2,867	2,974	8,717
TOTAL CAPITAL FINANCING	11,875	12,409	12,872	13,301	13,712	64,169
INCREMENTAL OPERATING COSTS	0	79	84	88	92	343
IMPACT ON CURRENT BUDGET	11,875	12,488	12,956	13,389	13,804	64,512

FIVE-YEAR CAPITAL BUDGET - STORM SEWERS
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Storm Sewer Replacement	8,128	3,876	3,925	5,315	5,233	26,477
Private Drain Replacement	1,193	708	743	650	638	3,932
Local Improvements	2,247	1,888	1,982	2,081	2,553	10,751
Subdivisions	3,503	1,450	1,350	1,350	1,350	9,003
Basins/Overflow Tanks	717	2,006	0	0	0	2,723
Pollution Control	368	2,255	3,168	3,162	3,829	12,782
Other	211	132	0	365	0	708
	16,367	12,315	11,168	12,923	13,603	66,376
CAPITAL FINANCING						
Grants & Subsidies	1,819	1,313	532	656	718	5,038
Financing - Internal Sources	2,756	3,756	4,901	5,763	4,920	22,096
Financing - External Sources	5,508	2,376	342	0	0	8,226
Current Contribution	2,445	2,649	3,191	4,265	5,549	18,099
Lot Levy Reserve Contribution	1,197	513	459	459	459	3,087
Locals - Owner's Share	674	708	743	780	957	3,862
Future Development	500	500	500	500	500	2,500
Other Revenue	1,468	500	500	500	500	3,468
	16,367	12,315	11,168	12,923	13,603	66,376

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	2,445	2,240	2,119	2,305	2,438	11,547
Debt Charges - Existing	2,832	2,832	2,832	2,776	2,700	13,972
Debt Charges - New	0	1,014	2,059	2,949	4,100	10,122
TOTAL CAPITAL FINANCING	5,277	6,086	7,010	8,030	9,238	35,641
INCREMENTAL OPERATING COSTS	0	6	6	7	7	26
IMPACT ON CURRENT BUDGET	5,277	6,092	7,016	8,037	9,245	35,667

FIVE-YEAR CAPITAL BUDGET - SOLID WASTE
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Landfill Sites	1,402	0	0	0	0	1,402
S.W.A.R.U	3,601	0	0	0	0	3,601
Transfer Stations	168	16	167	0	0	351
Recycling Program	4,645	500	1,389	0	455	6,989
Research & Development	0	590	619	650	685	2,544
	9,816	1,106	2,175	650	1,140	14,887
CAPITAL FINANCING						
Grants & Subsidies	3,514	24	550	0	0	4,088
Transfer From Reserve	5,770	1,082	1,625	650	1,140	10,267
Other	532	0	0	0	0	532
	9,816	1,106	2,175	650	1,140	14,887

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	Total
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	0	0	0	0	0	0
Debt Charges - Existing	1,252	758	715	640	451	3,816
Debt Charges - New	0	0	0	0	0	0
TOTAL CAPITAL FINANCING	1,252	758	715	640	451	3,816
INCREMENTAL OPERATING COSTS	50	540	512	498	522	2,122
IMPACT ON CURRENT BUDGET	1,302	1,298	1,227	1,138	973	5,938

FIVE - YEAR CAPITAL BUDGET - PARCILS
($000's)

	1990	1991	1992	1993	1994	Total
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
PARCILS Project	211	4,762	4,955	1,489	1,133	12,550
	211	4,762	4,955	1,489	1,133	12,550
CAPITAL FINANCING						
Grants & Subsidies	0	0	1,745	1,823	0	3,568
Financing - Internal Sources	211	3,963	3,093	(593)	616	7,290
City Of Hamilton Contribution	0	799	117	259	517	1,692
	211	4,762	4,955	1,489	1,133	12,550
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Debt Charges	0	0	0	0	0	0
TOTAL CAPITAL FINANCING	0	0	0	0	0	0
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	0	0	0	0	0	0

HEALTH SERVICES

PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
REGIONAL HEALTH					
General Nursing	Workload	Preschool Hours	700	850	121
	Workload	School Hours	19,600	28,000	143
	Workload	Home Visiting and Conselling (Hours)	80,000	80,000	100
	Workload	Hospital Liason (Hours)	20,000	20,000	100
	Workload	Community Agency Liason (Hours)	11,200	14,000	125
	Workload	Teaching Students (Hours)	520	520	100
	Workload	Group Activities in Community (Hours)	11,500	11,000	96
	Workload	Immunization - School Pupils (Clients)	72,000	72,000	100
	Workload	New Referral (Clients)	35,000	34,000	97
	Workload	Pediculosis - # Screened (Clients)	63,000	62,000	98
	Workload	Lodging Homes - Inspections (Visits)	200	205	103
		- Follow-up (Visits)	400	440	110
Prenatal Classes	Workload	# of Evening Classes	102	105	103
	Workload	# of Early Pregnancy Classes	10	12	120
	Workload	# of Single Mother Classes	84	350	417
	Effectiveness	# of Attendees	932	1,000	107
	Effectiveness	# of Attendees	110	115	105
	Effectiveness	# of Attendees	48	600	1,250
General Inspection	Workload	# of Inspections	46,000	44,000	96
	Workload	# of Work Orders Requested	3,100	3,200	103
	Workload	MOE Inspections	2,700	2,550	94
Family Planning	Workload	Attendance at Birth Control Classes	690	700	101
	Workload	Client Visits (Stoney Creek)	3,099	2,692	87
	Workload	Telephone Calls (Stoney Creek)	4,942	5,035	102
	Workload	Client Visits (Dundas)	536	950	177
	Workload	Telephone Calls (Dundas)	458	1,100	240
Child And Family Intervention	Workload	Access & Referral	620	685	110
	Workload	Counselling	340	366	108
	Workload	Adaptive Skills	125	125	100
	Workload	Group Counselling	226	214	95

STATEMENT OF PURPOSE

REGIONAL HEALTH SERVICES

To fulfill, at the direction of Regional Council, the requirements of The Health Protection and Promotion Act, 1983 and other relevant legislation, and to provide services in the areas of community health protection, control of communicable diseases, preventive dentistry, family health, home care, nutrition and public health education.

NURSING SERVICES

To provide consultation and education to promote health and disease prevention in various locations throughout the Region, including homes, schools, hospitals, physicians' offices, community clinics and district offices, and to provide professional nursing services and supportive counselling for the sick, disabled and their families.

HEALTH INSPECTION SERVICES

To provide an effective inspection program which will ensure a reasonable and safe environment for all residents of Hamilton-Wentworth through the monitoring of private sewage disposal systems, the inspection of food and other premises and the investigation and response to complaints of health nuisances.

CHILD AND ADOLESCENT SERVICES

To provide a wide range of treatment services including family therapy, play therapy, individual therapy, group therapy, speech therapy and assessments for Unified Family Court.

PREVENTIVE DENTISTRY

To promote dental prevention among school children and other community groups and to provide free basic dental treatment to children of low income families.

FAMILY PLANNING PROGRAM

To offer counselling, information and clinic services on sexuality and birth control.

NUTRITION PROGRAM

To advance the knowledge and practice of nutrition within the Region for the betterment of health through consultation, seminars, workshops and resource material.

OTHER PROGRAMS

To provide programs such as Alcohol and Drug Assessment Services, Teaching Health Unit Project (Affiliated with McMaster University), Community Mental Health Promotion and Communicable Disease Control. Prevention Network Project directed at youths ages 13-19 and Health Promotion - English as a Second Language (ESL) for immigrants involved in English as a second language courses.

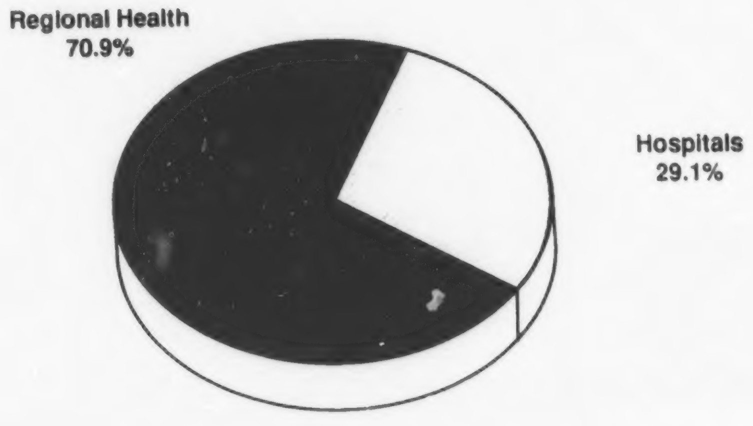
HOSPITALS AND GRANTS TO COMMUNITY AGENCIES

To provide capital funding to the five area hospitals and to provide assistance to certain health agencies.

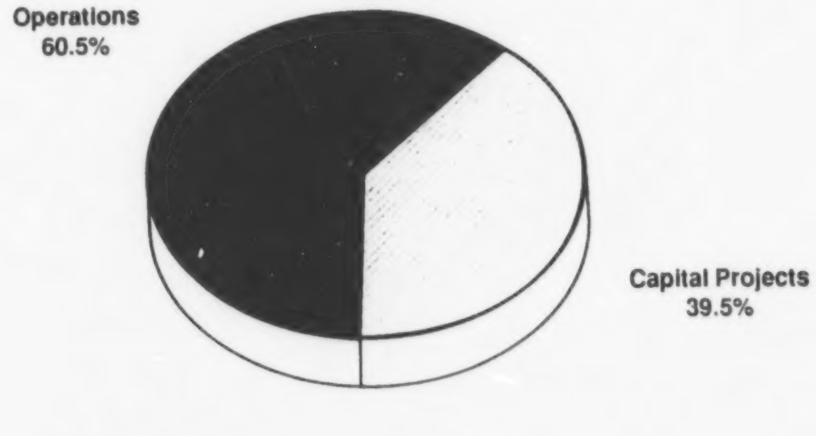
CONSOLIDATED EXPENDITURE AND REVENUE
($000's)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURE				
REGIONAL HEALTH SERVICES				
Administrative	1,157	1,386	1,478	1,688
Family Planning Program	585	606	603	688
Inspection Services	1,311	1,534	1,563	2,066
Instructional Services	670	583	537	671
Nursing Services	4,762	5,392	5,198	6,464
Nutrition Program	190	286	257	804
Preventive Dentistry	634	1,264	822	1,014
Child and Adolescent Services	1,394	1,380	1,076	1,611
Other Programs	519	588	458	567
	11,222	13,019	11,992	15,573
Capital Projects	223	711	0	2,676
	11,445	13,730	11,992	18,249
HOSPITALS				
Debt Charges	1,636	1,639	1,636	1,625
Capital Projects	4,410	6,910	4,610	5,860
	6,046	8,549	6,246	7,485
GRANTS TO COMMUNITY AGENCIES				
Community Health	11	11	11	18
TOTAL CONSOLIDATED EXPENDITURE	**17,502**	**22,290**	**18,249**	**25,752**
REVENUE				
Regional Levies	3,479	3,797	3,631	4,682
Government Grants - Unconditional	628	710	686	739
Government Grants - Specific	8,891	10,236	9,267	11,652
Fees From Users	461	377	368	444
Financing - Internal Sources	51	711	0	2,520
Financing - External Sources	0	6,277	3,977	5,063
Other - Regional Sources	3,992	182	320	652
TOTAL CONSOLIDATED REVENUE	**17,502**	**22,290**	**18,249**	**25,752**

HEALTH SERVICES
1990 CONSOLIDATED EXPENDITURE
$25.8 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURE					
REGIONAL HEALTH SERVICES					
Administrative	1,688	1,977	2,254	2,355	2,461
Family Planning Program	688	798	903	944	986
Inspection Services	2,066	2,397	2,712	2,834	2,962
Instructional Services	671	711	743	776	811
Nursing Services	6,464	7,500	8,486	8,868	9,267
Nutrition Program	804	933	1,056	1,104	1,154
Preventive Dentistry	1,014	1,177	1,332	1,392	1,455
Child and Adolescent Services	1,611	1,869	2,114	2,209	2,308
Other Programs	567	707	846	885	924
	15,573	18,069	20,446	21,367	22,328
Capital Financing	184	321	318	318	318
	15,757	18,390	20,764	21,685	22,646
HOSPITALS					
Capital Financing	2,422	2,259	1,584	1,385	1,380
GRANTS TO COMMUNITY AGENCIES					
Community Health	18	19	20	21	22
TOTAL GROSS EXPENDITURE	**18,197**	**20,668**	**22,368**	**23,091**	**24,048**
REVENUE					
Government Grants - Unconditional	739	739	739	739	739
Government Grants - Specific	12,152	14,051	15,853	16,567	17,312
Fees From Users	416	441	461	482	503
Other - Regional Sources	208	193	199	205	211
TOTAL REVENUE	**13,515**	**15,424**	**17,252**	**17,993**	**18,765**
FUNDED BY TAX LEVY	**4,682**	**5,244**	**5,116**	**5,098**	**5,283**
% INCREASE	23.3%	12.0%	(2.4%)	(0.3%)	3.6%

FIVE-YEAR CAPITAL BUDGET - HOSPITALS
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Grants to Five Hospitals	5,860	1,950	2,250	2,150	0	12,210
	5,860	1,950	2,250	2,150	0	12,210
CAPITAL FINANCING						
Current Contribution	1,297	634	0	259	0	2,190
Financing - Internal Sources	0	0	0	0	0	0
Debenture Proceeds and Other*	4,563	1,316	2,250	1,891	0	10,020
	5,860	1,950	2,250	2,150	0	12,210
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	1,297	634	0	259	0	2,190
Transfer from Lot Levy Reserve	(500)	0	(41)	(500)	(241)	(1,282)
Debt charges - Existing	1,625	1,625	1,625	1,626	1,621	8,122
Debt charges - New	0	0	0	0	0	0
TOTAL CAPITAL FINANCING	2,422	2,259	1,584	1,385	1,380	9,030
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	2,422	2,259	1,584	1,385	1,380	9,030

* Debentures were issued in 1985

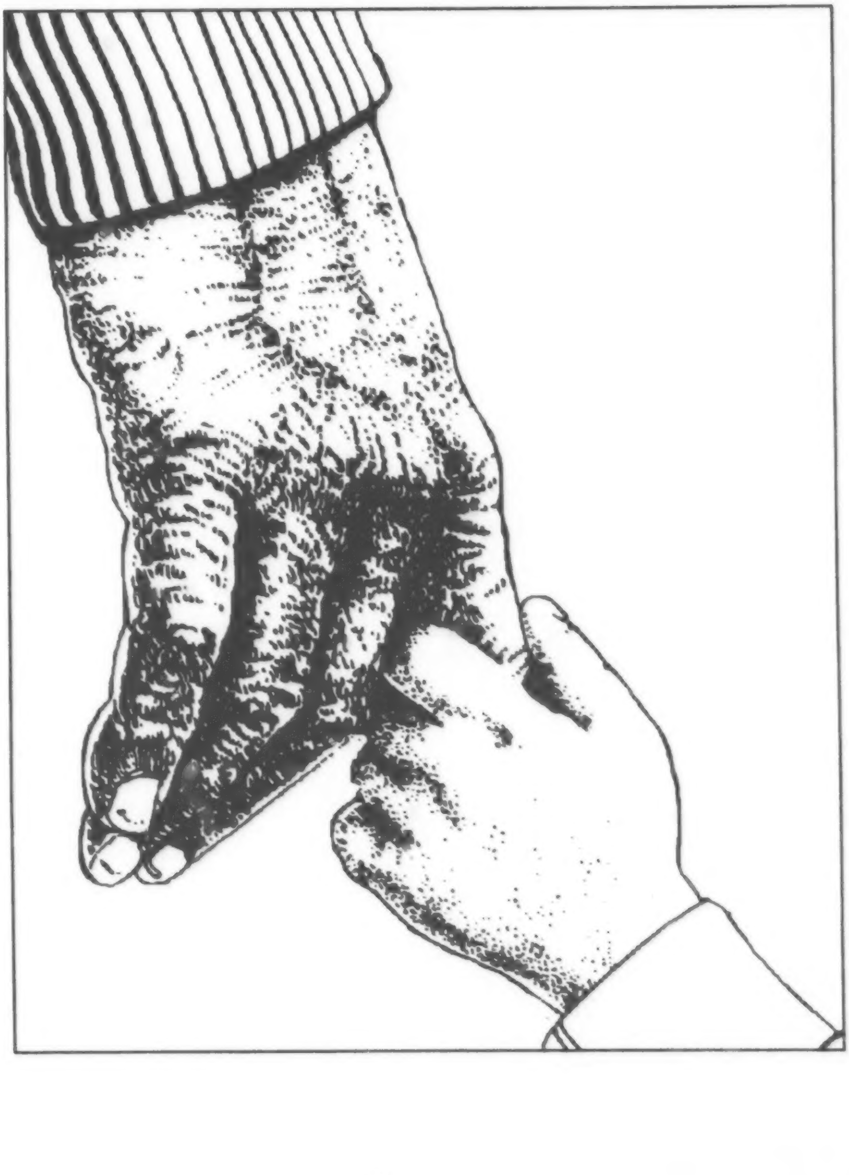
FIVE-YEAR CAPITAL BUDGET - HEALTH SERVICES
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
New Site	2,000	0	0	0	0	2,000
Child and Adolescent Renovations	131	0	0	0	0	131
St. Joseph's Ambulatory Care Cent	545	212	0	0	0	757
	2,676	212	0	0	0	2,888
CAPITAL FINANCING						
Current Contribution	184	33	0	0	0	217
Financing - Internal Sources	2,442	179	0	0	0	2,621
Other Revenue	50	0	0	0	0	50
	2,676	212	0	0	0	2,888

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	TOTAL
CAPITAL FINANCING EXPENDITURE						
Contribution To Capital	184	33	0	0	0	217
Debt Charges - New	0	288	318	318	318	1,242
TOTAL CAPITAL FINANCING	184	321	318	318	318	1,459
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	184	321	318	318	318	1,459

SOCIAL AND FAMILY SERVICES



PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
GENERAL ASSISTANCE					
Income Maintenance	Workload	Complaints Investigated	2,700	1,879	70
	Workload	Accident Agreements Completed	100	109	109
	Workload	C.P.P. Assignments	125	74	59
	Efficiency	Fraud Charges Laid	100	79	79
	Effectiveness	Dollars Returned	$42,800	$57,000	133
Employment Services	Workload	Total # of Referrals	125	190	152
	Workload	# of Interviews Scheduled	80	61	76
	Workload	Referred to More Appropriate Program	25	7	28
	Workload	Total # of Actual Starts	50	36	72
	Effectiveness	Graduated to Other Skills Program	15	3	20
	Effectiveness	Total # Employed Full-time	15	3	20
	Effectiveness	Total # Employed Part-time	5	0	0
Youth Employment	Workload	Total # of Referrals	1,250	1,500	120
	Workload	# of Clients Served	575	750	130
	Workload	# of Employment Plans Developed	500	525	105
	Workload	# of Interviews Conducted	1,500	1,400	93
	Workload	Skill Training	50	73	146
	Workload	Academic Upgrading	50	48	96
	Workload	Pre-employment Life Skills	48	42	88
Job Development	Workload	Total # of Referrals	1,750	1,070	61
	Workload	# of Interviews Conducted	1,000	1,070	107
	Effectiveness	# Placed in Full-time Employment	360	320	89
	Effectiveness	# Placed in Part-time Employment	100	55	55
Helping Hands	Workload	Total # of Service Hours	30,800	26,000	84
	Workload	Jobs Completed - Elderly	3,800	3,900	103
		- Handicapped	1,500	1,100	73
Employment Support	Workload	Total # of Participants	400	800	400
	Effectiveness	Full-time Employment	45	110	244
	Effectiveness	Part-time Employment	30	45	150
	Effectiveness	Paid Training	12	35	292
	Effectiveness	Academic Upgrading	150	174	116
	Effectiveness	Active Job Search	350	287	82
Municipal Employment Projects	Workload	Total # of Referrals	1,000	870	87
	Workload	# of Interviews Conducted	1,500	2,500	167
	Workload	Full-time Employment	240	261	109
	Workload	Part-time Employment	20	24	120
	Effectiveness	Skill Training	30	34	113
	Effectiveness	Academic Upgrading	20	18	90

HISTORICAL DATA

		1987	1988	1989	1990 (E)
General Welfare Assistance	Number of Clients	73,000	66,615	64,632	65,278

STATEMENT OF PURPOSE

GENERAL ASSISTANCE

To provide assistance to clients under the provision of the General Welfare Assistance Act, either directly or by referral to appropriate agencies and organizations; to assist GWA clients to find suitable employment and/or undertake training.

To provide permissive services allowable under the General Welfare Assistance Act to persons in receipt of social assistance and to low-income earners.

To provide residential services mandatory under the General Welfare Assistance Act through purchase of service contracts with hostels and lodging homes.

To provide counselling service for G.W.A. clients, Family Benefit clients and the working poor through purchase of service contracts with local non-profit counselling agencies.

To provide subsidized care through homemakers and nurses service centres and directly through casual homemakers under the Homemakers and Nurses Services Act.

To support and encourage interaction and co-operation among agencies and organizations providing social services within the Region as well as developing and maintaining programs, projects and research to better the social fabric.

ASSISTANCE TO AGED PERSONS

To provide home and community support services to the low-income, elderly, and handicapped, who require home support services in order to remain at home instead of institutional care.

To provide a safe, comfortable and healthy environment for elderly residents to live life at an optimum level in the Region's two Homes for the Aged.

DAY CARE

To provide Day Care services in accordance with the Day Nurseries Act through purchase of services, licensed nurseries, subsidized private home day care and a direct day care service that includes handicapped children.

GRANTS TO COMMUNITY AGENCIES

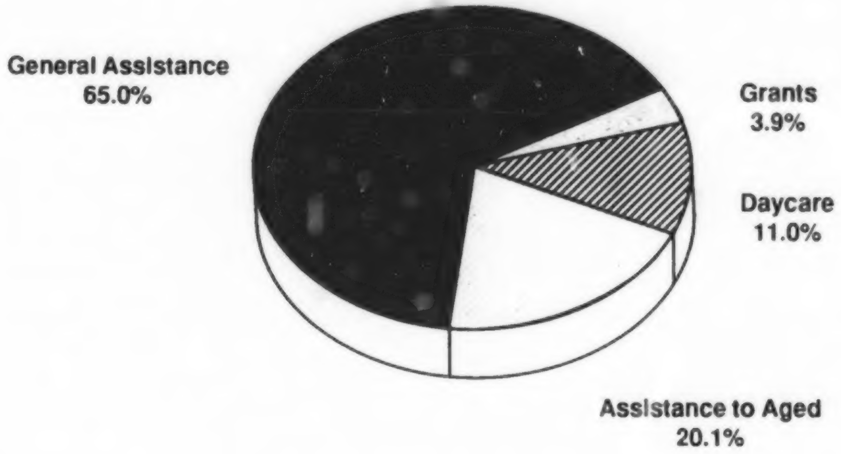
To provide financial assistance to the Children's Aid Society, and the Catholic Children's Aid Society, in accordance with Provincial Legislation.

To provide assistance to other community groups and organizations providing community social services within the Region.

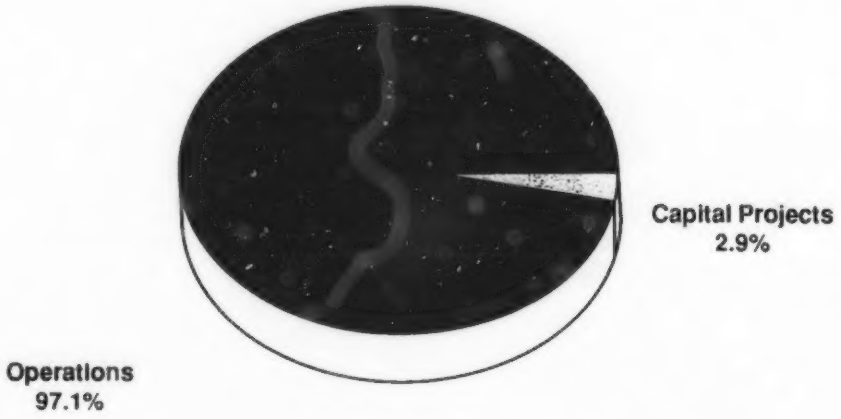
CONSOLIDATED EXPENDITURE AND REVENUE
($000's)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURE				
GENERAL ASSISTANCE				
Income Maintenance	40,492	42,824	44,471	**55,610**
Shelter & Housing Services	4,685	4,864	4,928	**5,179**
Counselling Services	791	972	958	**1,009**
Employment Services	1,478	1,749	1,633	**1,876**
Homemakers and Nursing Services	1,561	2,431	2,205	**3,085**
General Administration	856	825	879	**946**
	49,863	53,665	55,074	**67,705**
ASSISTANCE TO AGED PERSONS				
Operations Macassa Lodge	8,977	9,990	9,716	**10,388**
Wentworth Lodge	5,048	5,881	5,890	**6,902**
Community Services	195	275	178	**234**
	14,220	16,146	15,784	**17,524**
Debt Charges	11	294	294	**372**
Capital Projects	4,184	6,128	5,548	**2,991**
	18,415	22,568	21,626	**20,887**
DAY NURSERIES				
Purchase of Services	7,349	9,797	8,684	**10,439**
Red Hill Family	682	979	837	**1,045**
	8,031	10,776	9,521	**11,484**
GRANTS TO COMMUNITY AGENCIES	3,357	3,886	3,751	**4,081**
TOTAL CONSOLIDATED EXPENDITURE	**79,666**	**90,895**	**89,972**	**104,157**
REVENUE				
Regional Levies	16,224	17,203	17,056	**20,750**
Government Grants - Unconditional	2,738	3,214	3,218	**3,275**
Government Grants - Specific	54,170	60,585	59,014	**72,496**
Fees From Users	5,434	5,159	4,833	**4,938**
Financing - Internal Sources	766	2,826	2,584	**0**
Financing - External Sources	0	1,315	966	**1,496**
Other - Regional Sources	334	593	2,301	**1,202**
TOTAL CONSOLIDATED REVENUE	**79,666**	**90,895**	**89,972**	**104,157**

SOCIAL AND FAMILY SERVICES
1990 CONSOLIDATED EXPENDITURE
$ 104.2 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURES					
GENERAL ASSISTANCE					
Income Maintenance	55,610	58,947	61,600	64,372	67,269
Shelter & Housing Services	5,179	5,490	5,737	5,995	6,265
Counselling Services	1,009	1,070	1,118	1,168	1,221
Employment Services	1,876	1,989	2,079	2,173	2,271
Homemakers and Nursing Services	3,085	3,270	3,417	3,571	3,732
General Administration	946	1,003	1,048	1,095	1,144
	67,705	71,769	74,999	78,374	81,902
ASSISTANCE TO AGED PERSONS					
Operations Macassa Lodge	10,388	10,965	11,458	11,681	12,207
Wentworth Lodge	6,902	7,161	7,483	7,820	8,172
Community Services	234	248	260	271	283
Capital Financing - Lodges	372	651	933	1,363	1,895
	17,896	19,025	20,134	21,135	22,557
DAY NURSERIES					
Purchase of Services	10,439	11,065	11,563	12,083	12,627
Red Hill Centre - Operations	1,045	1,108	1,158	1,210	1,264
	11,484	12,173	12,721	13,293	13,891
GRANTS TO COMMUNITY AGENCIES					
Children's Aid Societies	2,857	3,028	3,164	3,306	3,455
Community Social Agencies	1,224	1,297	1,355	1,416	1,480
	4,081	4,325	4,519	4,722	4,935
TOTAL GROSS EXPENDITURE	**101,166**	**107,292**	**112,373**	**117,524**	**123,285**
REVENUE					
Government Grants - Unconditional	3,275	3,275	3,275	3,275	3,275
Government Grants - Specific	71,001	75,261	78,648	82,187	85,885
Fees From Users	4,938	5,234	5,470	5,716	5,973
Other Regional Sources	1,202	1,155	1,194	1,235	1,278
TOTAL REVENUE	**80,416**	**84,925**	**88,587**	**92,413**	**96,411**
FUNDED BY TAX LEVY	**20,750**	**22,367**	**23,786**	**25,111**	**26,874**
% INCREASE	20.6%	7.8%	6.3%	5.6%	7.0%

FIVE-YEAR CAPITAL BUDGET - ASSISTANCE TO AGED PERSONS
($000's)

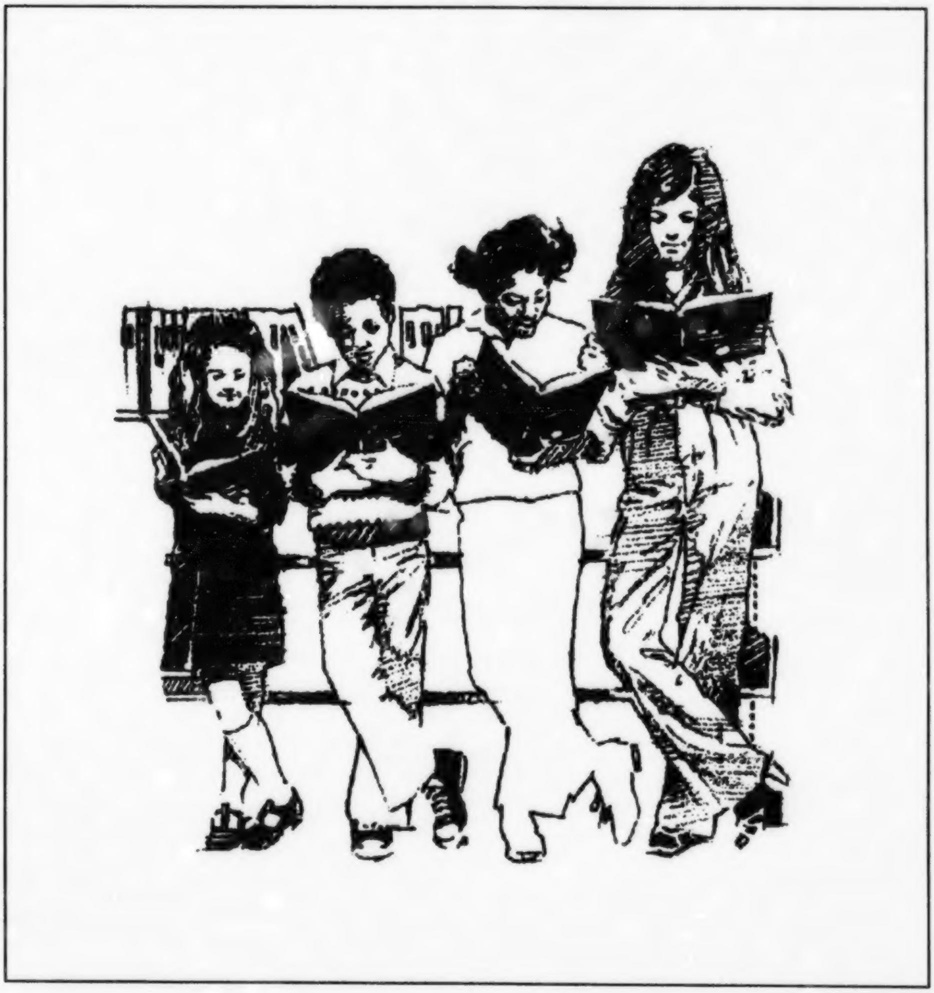
	1990 $	1991 $	1992 $	1993 $	1994 $	TOTAL $
CAPITAL EXPENDITURE						
Lodge Renovations	**2,991**	11,944	8,660	8,198	2,944	**34,737**
	2,991	11,944	8,660	8,198	2,944	**34,737**
CAPITAL FINANCING						
Subsidies	**1,495**	5,971	4,329	4,099	1,473	**17,367**
Financing - Internal Sources	**0**	0	0	0	0	**0**
Financing - External Sources	**1,496**	5,973	4,331	4,099	1,471	**17,370**
	2,991	11,944	8,660	8,198	2,944	**34,737**

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990 $	1991 $	1992 $	1993 $	1994 $	TOTAL $
CAPITAL FINANCING EXPENDITURE						
Contribution To Reserve*	**0**	191	553	1,006	1,523	**3,273**
Debt Charges - Existing	**372**	372	372	372	372	**1,860**
TOTAL CAPITAL FINANCING	**372**	**563**	**925**	**1,378**	**1,895**	**5,133**
INCREMENTAL OPERATING COSTS	**330**	88	8	(15)	0	**411**
IMPACT ON CURRENT BUDGET	**702**	**651**	**933**	**1,363**	**1,895**	**5,544**

* To establish a reserve to assist in repayment of debt charges generated by the external funding of the Homes for the Aged. Debt charges will be financed from the reserve. In 1990 debt charges for the external financing totals $915 and for 1991 amounts to $2,796.

RECREATION AND CULTURAL SERVICES



PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
WENTWORTH LIBRARY BOARD					
Collection Organization & Management	Workload	New Titles Catalogued	9,797	10,031	102
	Workload	Items Circulated	798,211	792,186	99
	Workload	Staff Visits	300	332	111
	Workload	Special Requests Handled	17,861	19,806	111
	Efficiency	Cost/Unit Output (Cents)	25	25	100
Collection Replacement & Maintenance	Workload	Titles Selected	15,032	14,463	96
	Workload	Volumes Received	36,076	34,712	96
	Effectiveness	Circulation Per Title ($)	7.85	7.79	99
	Efficiency	Cost Per Title ($)	37.99	41.86	91
	Efficiency	Cost Per Volume ($)	15.83	17.44	91
User Assistance	Workload	Questions Asked	71,397	71,952	101
	Efficiency	Cost Per Question (Cents)	35	35	100

STATEMENT OF PURPOSE

LIBRARY SERVICES

To provide, through the Wentworth Library Board, the facilities to fulfill the recreational, cultural and educational information needs of the communities of Ancaster, Flamborough, Glanbrook and Stoney Creek.

MUSEUMS

To provide through Wentworth Heritage Village a passive conservation area using on-site heritage buildings and artifacts to support recreational activities and special events throughout the year.

RECREATIONAL PARKS

To attract tourists and cultivate a Regional identity by means of the wave action pool, the children's waterplay area and other waterfront activities in Confederation Park.

MCMASTER UNIVERSITY

To provide financial assistance for the construction of a new wing to the main Library building which will accommodate the immediate and future needs of the University and serve the community of Hamilton - Wentworth as a whole.

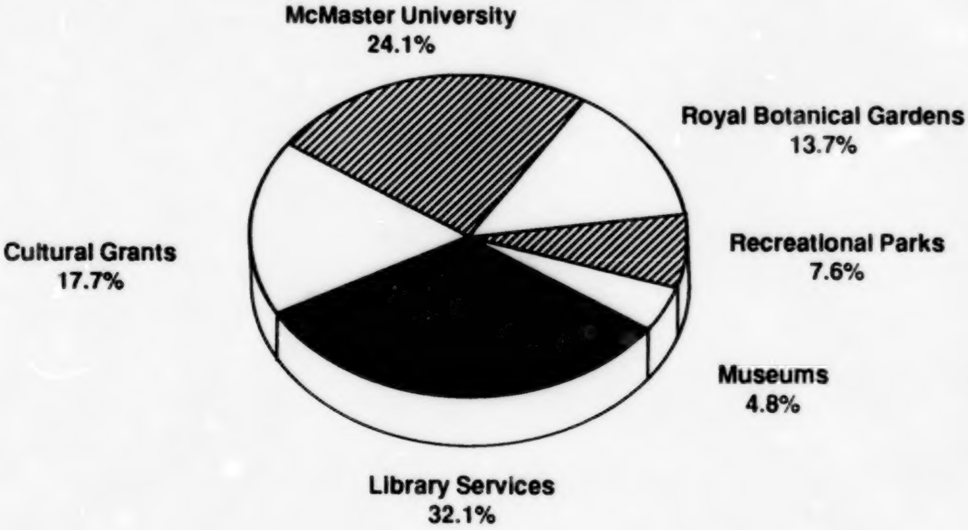
CULTURAL GRANTS

To provide cultural grants to certain community groups and organizations to encourage community activity in programs related to the self-fulfillment of individuals and the well being of the Region.

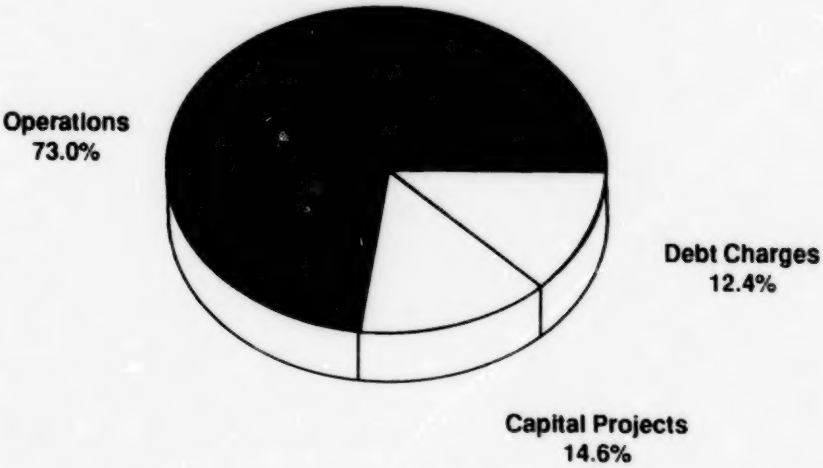
CONSOLIDATED EXPENDITURE AND REVENUE
(000's)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURES				
LIBRARY SERVICES				
Operations	1,832	2,019	1,965	2,149
Debt Charges	45	35	30	126
Capital Projects	13	1,064	471	517
	1,890	3,118	2,466	2,792
WENTWORTH HERITAGE VILLAGE				
Operations	163	24	25	77
Debt Charges	0	0	0	15
Capital Projects	200	501	117	328
	363	525	142	420
CONFEDERATION PARK				
Operations	196	226	226	232
Capital Projects	399	423	394	428
	595	649	620	660
ROYAL BOTANICAL GARDENS				
Operating Grant	946	986	986	1,024
Capital Financing	0	163	163	163
	946	1,149	1,149	1,187
MCMASTER UNIVERSITY				
Debt Charges	0	0	162	790
Capital Financing	465	465	465	0
Capital Grant	0	0	0	1,300
	465	465	627	2,090
CULTURAL GRANTS				
Operating Grants	1,159	1,167	1,178	1,392
Debt Charges	142	142	140	142
	1,301	1,309	1,318	1,534
TOTAL CONSOLIDATED EXPENDITURE	**5,560**	**7,215**	**6,322**	**8,683**
REVENUE				
Regional Levies	4,204	4,832	4,986	5,327
Government Grants - Unconditional	805	519	532	550
Government Grants - Specific	348	550	326	615
Fees From Users	73	0	70	47
Financing - Internal Sources	0	755	0	406
Financing - External Sources	0	0	0	1,300
Other Regional Resources	130	559	408	438
TOTAL CONSOLIDATED REVENUE	**5,560**	**7,215**	**6,322**	**8,683**

RECREATION AND CULTURAL SERVICES
1990 CONSOLIDATED EXPENDITURE
$ 8.7 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURES					
LIBRARY SERVICES					
Operations	2,149	2,325	2,480	2,645	2,817
Capital Financing	145	148	144	161	164
	2,294	2,473	2,624	2,806	2,981
WENTWORTH HERITAGE VILLAGE					
Operations	77	89	82	72	73
Capital Financing	210	214	234	258	271
	287	303	316	330	344
CONFEDERATION PARK					
Operations	232	243	256	271	285
Capital Financing	428	449	472	509	538
	660	692	728	780	823
ROYAL BOTANICAL GARDENS					
Operating Grant	1,024	1,085	1,134	1,185	1,239
Capital Financing	163	0	0	0	0
	1,187	1,085	1,134	1,185	1,239
MCMASTER UNIVERSITY					
Capital Financing	790	790	790	790	790
	790	790	790	790	790
CULTURAL GRANTS					
Operating Grants	1,392	1,476	1,542	1,611	1,684
Capital Financing	142	142	142	142	142
	1,534	1,618	1,684	1,753	1,826
TOTAL GROSS EXPENDITURE	**6,752**	**6,961**	**7,276**	**7,644**	**8,003**
REVENUE					
Government Grants - Unconditional	550	550	550	550	550
Government Grants - Specific	398	422	441	461	481
Fees From Users	47	50	52	54	57
Other Regional Resources	430	426	442	459	476
TOTAL REVENUE	**1,425**	**1,448**	**1,485**	**1,524**	**1,564**
FUNDED BY TAX LEVY	**5,327**	**5,513**	**5,791**	**6,120**	**6,439**
% Increase	10.2%	3.5%	5.0%	5.7%	5.2%

FIVE-YEAR CAPITAL BUDGET - LIBRARY SERVICES
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Furnishings	**0**	22	198	22	0	**242**
Land & Building For Headquarters	**517**	0	0	0	0	**517**
	517	22	198	22	0	**759**
CAPITAL FINANCING						
Subsidies	**172**	11	19	11	0	**213**
Current Contribution	**19**	3	0	0	0	**22**
Financing - Internal Sources	**326**	4	110	11	0	**451**
Reserves	**0**	0	69	0	0	**69**
Other	**0**	4	0	0	0	**4**
	517	22	198	22	0	**759**

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE

	1990	1991	1992	1993	1994	TOTAL
Contribution to Capital	**19**	3	0	0	0	**22**
Debt Charges - Existing	**126**	112	110	99	99	**546**
Debt Charges - New	**0**	33	34	62	65	**194**
TOTAL CAPITAL FINANCING	**145**	**148**	**144**	**161**	**164**	**762**
INCREMENTAL OPERATING COSTS	**(9)**	4	4	4	0	**3**
IMPACT ON CURRENT BUDGET	**136**	**152**	**148**	**165**	**164**	**765**

FIVE-YEAR CAPITAL BUDGET - CONFEDERATION PARK
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Improvement Program	428	449	472	509	538	2,396
	428	449	472	509	538	2,396
CAPITAL FINANCING						
Current Contribution	428	449	472	509	538	2,396
	428	449	472	509	538	2,396

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	TOTAL
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	428	449	472	509	538	2,396
TOTAL CAPITAL FINANCING	428	449	472	509	538	2,396
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	428	449	472	509	538	2,396

FIVE-YEAR CAPITAL BUDGET - MCMASTER UNIVERSITY
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Grant - New Library	1,300	1,350	1,350	0	0	4,000
	1,300	1,350	1,350	0	0	4,000
CAPITAL FINANCING						
Financing - External Sources	1,300	1,350	1,350	0	0	4,000
	1,300	1,350	1,350	0	0	4,000

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	TOTAL
CAPITAL FINANCING EXPENDITURE						
Debt Charges	790	790	790	790	790	3,950
TOTAL CAPITAL FINANCING	790	790	790	790	790	3,950
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	790	790	790	790	790	3,950

FIVE - YEAR CAPITAL BUDGET - HERITAGE VILLAGE
($000'S)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Improvement Program	328	517	587	570	546	2,548
	328	517	587	570	546	2,548
CAPITAL FINANCING						
Subsidies	45	65	44	42	34	230
Current Contribution	195	187	168	136	90	776
Financing - Internal Sources	80	265	375	392	422	1,534
Contribution Carried Forward	8	0	0	0	0	8
	328	517	587	570	546	2,548

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

	1990	1991	1992	1993	1994	TOTAL
CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	195	187	168	136	90	776
Debt Charges - Existing	14	14	14	14	14	70
Debt Charges - New	0	12	51	107	166	336
TOTAL CAPITAL FINANCING	209	213	233	257	270	1,182
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	209	213	233	257	270	1,182

ECONOMIC DEVELOPMENT AND PLANNING

PERFORMANCE MEASUREMENTS

Service Provided	Category	1989 Selected Performance Indicator	1989 Target	1989 Achieved	% of Target
ECONOMIC DEVELOPMENT					
Business Development	Effectiveness	New Business (Firms)	43	60	140
	Effectiveness	Expansion/Retention/Relocations	49	68	140
	Effectiveness	Added Business Jobs	1,267	1,756	139
	Effectiveness	Industrial Land Sales (Acres)	39	42	108
	Workload	Staff Visits	300	332	111
Convention Development	Effectiveness	Total # of Conventions	156	187	120
	Effectiveness	# of Convention Tourists	60,000	65,400	109
	Effectiveness	Convention Revenue ($ Millions)	127	132	104
PLANNING					
Technical & Cartographic	Workload	# of Land Division Sketches	500	675	135
	Workload	# of Office Layouts	2	3	150
	Workload	Subdivision Maps	50	63	126
Regional Planning	Workload	Regional Office Plan Amendments	10	17	170
	Workload	Circulation Comments	250	412	165
	Workload	Land Division Mtg. Applications	500	675	135
	Workload	Ontario Municipal Board Hearings	10	21	210
Land Division Committee	Workload	Subdivision/Land Applications	50	75	150
	Workload	# of Consent Applications	500	575	115

STATEMENT OF PURPOSE

PLANNING AND DEVELOPMENT

To provide planning services for the Region of Hamilton-Wentworth as provided under the Planning Act and as required for continued management of the developing land resource.

To provide planning services and assistance to Regional Departments and the Area Municipalities of Hamilton, Ancaster, and Dundas.

To provide direction and administer the programs of Official Plan preparation, including land use components, amendments and secondary plan.

To develop projection analysis of population, residential and building permits.

To provide direction regarding subdivision approval and monitoring severances.

GRANTS

To provide assistance to groups promoting agriculture and tourism.

ECONOMIC DEVELOPMENT

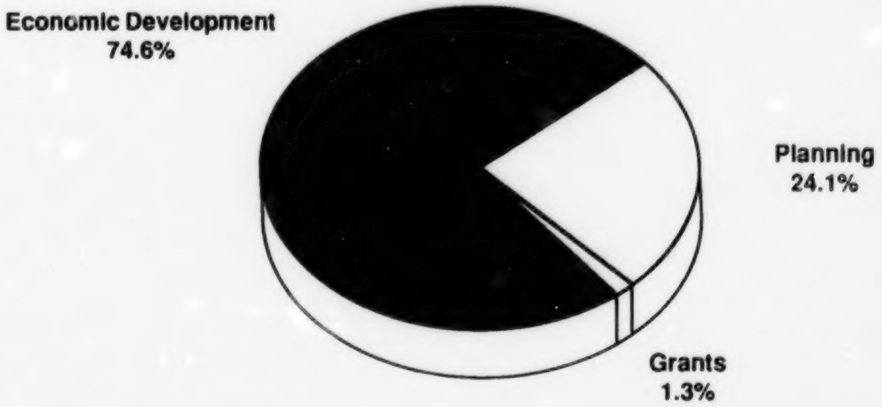
To improve the economic well-being of the Region by providing services to the local business community, and by promoting the Region as a centre for industry, commerce, tourism and conventions.

To co-ordinate and develop surveys to measure land and building prices and to inventory industrial land.

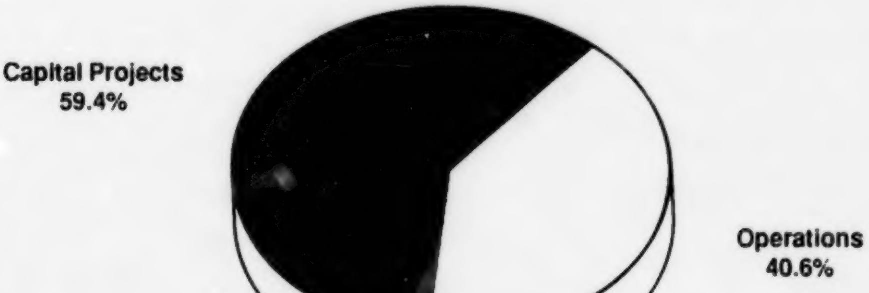
CONSOLIDATED EXPENDITURE AND REVENUE
($000's)

	1988 ACTUAL	1989 BUDGET	1989 ACTUAL	1990 BUDGET
	$	$	$	$
GROSS EXPENDITURE				
ECONOMIC DEVELOPMENT				
Operations	2,130	2,345	2,465	**2,696**
Debt Charges	31	40	44	**44**
Capital Projects	1,050	3,596	1,830	**10,710**
	3,211	5,981	4,339	**13,450**
PLANNING AND DEVELOPMENT				
Operations	3,599	4,094	4,048	**4,356**
GRANTS	159	229	244	**234**
TOTAL CONSOLIDATED EXPENDITURE	**6,969**	**10,304**	**8,631**	**18,040**
REVENUE				
Regional Levies	3,297	3,736	3,773	**4,161**
Government Grants - Unconditional	572	697	712	**657**
Government Grants - Specific	86	50	36	**40**
Fees From Users	170	250	342	**390**
Billings To Area Municipalities	1,728	1,842	1,804	**1,923**
Financing - Capital Reserves	1,066	994	1,010	**1,981**
Sale of Industrial Land	0	2,602	820	**8,706**
Other - Regional Sources	50	133	134	**182**
TOTAL CONSOLIDATED REVENUE	**6,969**	**10,304**	**8,631**	**18,040**

ECONOMIC DEVELOPMENT AND PLANNING
1990 CONSOLIDATED EXPENDITURE
$ 18.0 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GROSS EXPENDITURE					
ECONOMIC DEVELOPMENT					
Operations	**2,696**	2,878	3,007	3,143	3,284
Capital Financing	**67**	141	162	131	118
	2,763	3,019	3,169	3,274	3,402
PLANNING AND DEVELOPMENT					
Operations	**4,356**	4,521	4,724	4,937	5,159
GRANTS	**234**	248	259	271	283
TOTAL GROSS EXPENDITURE	**7,353**	**7,788**	**8,152**	**8,482**	**8,844**
REVENUE					
Government Grants - Unconditional	**657**	657	657	657	657
Government Grants - Specific	**40**	42	44	46	48
Fees From Users	**390**	413	432	451	472
Billings To Area Municipalities	**1,923**	2,038	2,130	2,226	2,326
Other - Regional Sources	**182**	169	174	180	185
TOTAL REVENUE	**3,192**	**3,319**	**3,437**	**3,560**	**3,688**
FUNDED BY TAX LEVY	**4,161**	**4,469**	**4,715**	**4,922**	**5,156**
% INCREASE	**11.4%**	7.4%	5.5%	4.4%	4.8%

FIVE-YEAR CAPITAL BUDGET - ECONOMIC DEVELOPMENT
($000's)

	1990	1991	1992	1993	1994	TOTAL
	$	$	$	$	$	$
CAPITAL EXPENDITURE						
Tourism Booths	579	130	0	0	0	709
Small Business Centre	1,425	2,504	0	0	0	3,929
Industrial Land	8,706	8,279	6,838	6,755	6,457	37,035
	10,710	10,913	6,838	6,755	6,457	41,673
CAPITAL FINANCING						
Financing - Internal Sources	1,981	2,634	0	0	0	4,615
Contribution From Current	23	0	0	0	0	23
Sale of Industrial Land	8,706	8,279	6,838	6,755	6,457	37,035
	10,710	10,913	6,838	6,755	6,457	41,673
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Debt Charges - Existing	44	44	44	13	0	145
Debt Charges - New	0	97	118	118	118	451
TOTAL CAPITAL FINANCING	44	141	162	131	118	596
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	44	141	162	131	118	596

Note: Debt charges on the Small Business Centre will be paid from the Industrial Land Reserve. There is no impact on the Levy.

APPENDICES

PROJECTION OF EXTERNAL DEBT - ANNUAL CHARGES
(000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
PROTECTION TO PERSONS & PROPERTY					
Police*	**1,456**	789	1,439	1,426	1,364
TRANSPORTATION SERVICES					
Roadways-A.R.R.P.	**4,794**	4,794	4,794	4,794	4,794
Roadways-Regular & Enhanced	**0**	1,271	2,438	3,209	4,289
Roadways-Existing	**993**	982	912	854	377
Freeway	**72**	72	72	72	72
ENVIRONMENTAL SERVICES					
Sanitary Sewers*	**4,865**	4,627	4,603	4,175	3,981
Waterworks*	**4,239**	3,742	3,360	2,387	1,506
Storm Sewers*	**1,656**	2,241	2,623	2,567	2,550
Solid Waste	**801**	307	264	189	0
SOCIAL SERVICES					
Homes For The Aged	**915**	2,796	2,796	2,796	2,796
HEALTH SERVICES					
Hospitals	**1,625**	1,625	1,625	1,626	1,621
RECREATION & CULTURAL SERVICES					
Art Gallery	**142**	142	142	142	142
McMaster University	**790**	790	790	790	790
TOTAL	**22,348**	**24,178**	**25,858**	**25,027**	**24,282**

* Debt charges include estimates of U.S. Exchange and/or Sinking Fund Deposits.

PROJECTION OF EXTERNAL DEBT - OUTSTANDING PRINCIPAL AT YEAR END
($000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
PROTECTION TO PERSONS & PROPERTY					
Police*	**4,266**	8,768	8,220	7,632	7,049
TRANSPORTATION SERVICES					
'Roadways-A.R.R.P.	**39,794**	37,466	35,138	32,810	30,481
Roadways	**11,802**	19,678	23,650	29,840	36,775
Freeway	**240**	197	154	111	68
ENVIRONMENTAL SERVICES					
Sanitary Sewers*	**23,767**	21,890	19,873	18,106	16,389
Waterworks*	**12,259**	9,571	7,002	5,155	4,038
Storm Sewers*	**13,707**	15,109	14,321	13,206	12,067
Solid Waste	**658**	406	175	0	0
SOCIAL SERVICES					
Homes For The Aged	**18,036**	17,119	16,202	15,286	14,369
HEALTH SERVICES					
Hospitals	**5,568**	4,893	4,208	3,508	2,799
RECREATION & CULTURAL SERVICES					
Art Gallery	**547**	462	368	264	147
McMaster University	**3,600**	3,200	2,800	2,400	2,000
TOTAL	**134,244**	**138,759**	**132,111**	**128,318**	**126,182**

* Outstanding U.S. Debt has been restated to its December 31,1989 Canadian Dollar equivalent.

PROJECTION OF INTERNAL DEBT - ANNUAL CHARGES
(000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GENERAL GOVERNMENT SERVICES					
Accommodation	**47**	81	590	593	593
PROTECTION TO PERSONS & PROPERTY					
Police	**169**	755	807	845	1,471
Emergency Services	**0**	119	119	119	119
H.S.P.C.A.	**0**	10	27	42	86
TRANSPORTATION SERVICES					
Roadways	**396**	396	396	396	396
Transit-H.S.R.	**2,515**	2,829	3,327	3,761	3,473
Transit-C.C.L.	**1,259**	1,100	1,116	1,316	1,525
Airport	**20**	40	42	44	46
ENVIRONMENTAL SERVICES					
Sanitary Sewers	**2,608**	3,955	3,955	4,498	5,152
Waterworks	**2,735**	3,698	4,648	5,602	5,710
Storm Sewers	**1,176**	1,605	2,268	3,158	4,250
Solid Waste	**451**	451	451	451	451
HEALTH SERVICES					
General Health	**0**	288	318	318	318
SOCIAL & FAMILY SERVICES					
Homes For The Aged	**372**	372	372	372	372
RECREATION & CULTURAL SERVICES					
Library	**126**	145	144	161	164
Conservation Authority	**14**	26	65	121	180
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	**44**	141	162	131	118
TOTAL	**11,932**	**16,011**	**18,807**	**21,928**	**24,424**

PROJECTION OF INTERNAL DEBT - DUE TO RESERVES AT YEAR END
(000's)

	1990	1991	1992	1993	1994
	$	$	$	$	$
GENERAL GOVERNMENT SERVICES					
Accommodation	**501**	464	445	399	450
PROTECTION TO PERSONS & PROPERTY					
Police	**3,383**	3,331	3,194	5,372	4,866
Emergency Services	**766**	713	655	592	524
H.S.P.C.A.	**38**	97	132	271	361
TRANSPORTATION SERVICES					
Roadways	**2,107**	1,880	1,634	1,369	1,083
Transit-H.S.R.	**16,807**	19,169	20,867	20,242	19,245
Transit-C.C.L.	**3,899**	4,348	4,802	5,384	5,759
Airport	**322**	316	307	296	282
ENVIRONMENTAL SERVICES					
Sanitary Sewers	**18,552**	16,464	17,802	22,205	19,115
Waterworks	**17,178**	21,080	24,780	24,544	23,971
Storm Sewers	**10,265**	13,394	17,935	23,726	29,229
Solid Waste	**2,119**	1,836	1,532	1,203	847
HEALTH SERVICES					
General Health	**2,520**	2,628	2,539	2,441	2,335
SOCIAL & FAMILY SERVICES					
Homes For The Aged	**3,202**	2,990	2,760	2,510	2,237
RECREATION & CULTURAL SERVICES					
Library	**666**	568	567	460	332
Conservation Authority	**80**	339	689	1,030	1,372
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	**704**	754	658	585	518
TOTAL	**83,111**	**90,371**	**101,298**	**112,629**	**112,526**

BUDGET POLICIES - CAPITAL FINANCING
ADOPTED BY REGIONAL COUNCIL

1. That the Region continue its policy of imposing a Capital Levy of $1 Million per annum and that the Capital Levy be used to finance only those Capital Expenditures that would be part of the General Levy. (Adopted July 18, 1975.)

2. That the Regional Lot Levy be set aside for specific purposes and that if the full Lot Levy is charged, it be set aside in accordance with the Development Charge Policy (as amended by Regional Council on November 18, 1986).

	Single, Semi & Townhouses	**Apartments 1 Bedroom**	**Apartments 2 Bedroom**
Subdivision Oversizing	$ 503	$ 92	$ 355
Waterworks	274	105	193
Sanitary Sewers	181	71	128
Storm Sewers	378	145	267
Roads	528	202	372
Hospitals	121	46	85
	$1,985	$ 761	$1,400

The full new rate became effective on December 1, 1988.

3. That Water rates be maintained at a level that will permit all expenditures for Water, including capital charges, to be met from those rates and those surpluses created by Water rates be set aside only for Water purposes. (Adopted July 18, 1975.)

4. That the Sanitary Sewer revenue be maintained at a level that will permit all expenditures for Sanitary Sewers, including capital charges, to be met from the Sanitary Sewer revenue and that any surplus created by the revenue be set aside only for Sanitary Sewer purposes. (Adopted July 18, 1975.)

5.. That the Levy for Storm Sewers be utilized only for Storm Sewer purposes and that all expenditures, in respect of Storm Sewers, be met from the Levy. (Adopted July 18, 1975.)

BUDGET POLICIES - DEBENTURE FINANCING ADOPTED BY REGIONAL COUNCIL

1. That no debentures be issued by the Region for Road purposes of the existing Regional Road System. (Adopted February 3, 1976) However, on March 17, 1987, and April 18, 1989, Regional Council authorized exceptions to this policy. The use of debenture financing was approved for the Accelerated Roadway Rehabilitation Program and the Enhanced Road Program in the amounts of $46,797,000 and $10,385,000 respectively. These are special projects of a non-recurring nature.

2. That the Region establish policies that will enable it to limit its annual debt charges for all tax supported services, except for Water and Sanitary Sewers and Storm Sewers, to 10.0 % of the sum of the Regional General Levy and all unconditional grants and that the Region not issue debentures on its own behalf for general purposes when that limit is exceeded. (Adopted August 15, 1978.)

3. That the Region establish policies that will enable it to limit its annual debt charges for Water purposes to 40.0 % of the Water revenue and that the Region not issue debentures for Water purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)

4. That the Region establish policies that will enable it to limit its annual debt charges for Sanitary Sewer purposes up to 45.0 % of the Sanitary Sewer revenues and that the Region not issue debentures for Sanitary Sewer purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)

5. That the Region establish policies that will enable it to limit its annual debt charges for Storm Sewer purposes to 45.0 % of the Levy for Storm Sewer purposes. (Adopted August 15, 1978.) The Region approved a Storm Sewer Rehabilitation Program on April 18, 1989. This program will increase debt charges over the limit of 45% until 1997. Beginning in 1998, the debt charges drop below the 45% limit.

6. That the Region curtail the issuance of debentures when the issuance of further debentures would make the annual debt charges for all Regional and Area Municipal purposes and Sewer and Water exceed 20.0 % of the sum of the Municipal Levies, Unconditional Grants, Water revenues and Sanitary Sewer revenues. (Adopted August 15, 1978.)

7. That the Commissioner of Finance discuss with the Area Municipalities the implications of the Area Municipalities establishing policies that will enable them to limit their annual debt charges for local municipal purposes to 15.0 % of the sum of the total local Municipal Levy (excluding Levies for regional and school purposes) and all local Unconditional Grants.
(Adopted August 15, 1978.)

8. That the Region establish policies that will enable it to limit its annual debt charges for Transit purposes to 25.0 % of the Levy for Transit and that the Region not issue debt for Transit purposes on its own behalf when that limit is exceeded. (Adopted March 2, 1982.)

ASSUMPTIONS - 1990 CURRENT BUDGET

The following assumptions have been consistently applied throughout the Current Budget.

1. Salaries and wages have been increased within specific programs based on contracts being settleD. Departments with employees under a settled contract have increased salaries and wages based on contract and merit increases.

2. Fringe Benefits have been based on known rate increases or on a rate comparable to the level of inflation if not covered by union agreements.

3. Workers' Compensation provisions are based on the level of experience in the previous year.

4. Rates for utilities, postage etc., have been provided for as follows:

Natural Gas	0.0%
Office Supplies	5.5%
Hydro	5.5%
Telephone	5.5%
Gasoline	5.5%
Postage	2.5%

5. The following key economic indicators underlie the provisions contained in this budget:

Inflation Rate	5.5%
Unemployment Rate	6.0%
U.S. Exchange Rate	122%
Prime Interest Rate	10.25%

6. Provisions for insurance costs reflect changes in coverage, previous claims experience and the conditions in the insurance market.

7. Rental provisions are in accordance with negotiated lease agreements.

8. Internal charges for services provided to operating departments have increased by the level of inflation except where alternative levels of service were required and agreed to.

9. Provincial subsidies relating to specific programs have been increased proportionally to estimated spending requirements for 1990.

10. Debt charges and contributions to capital are in accordance with the approved 1990-1994 Capital Budget.

ASSUMPTIONS - 1990-1994 CAPITAL BUDGET

The following assumptions have been consistently applied throughout the Capital Budget Five-Year Forecast Analysis:

1. Construction costs have been inflated at 5.0% for 1990 through 1994.
2. Operating expenditures have been inflated at 5.5% for 1990, 6.0% for 1991 and 4.5% for 1992 through 1994.
3. Revolving repayments to reserves have been calculated at 9.0% for 1990, 9.5% for 1991 and 8.0% for 1992 through 1994.
4. Various revenues have been inflated at 5.5% for 1990, 6.0% for 1991 and 4.5% for 1992 through 1994, unless otherwise indicated.
5. Cash flows will be in accordance with forecasts supplied by departments responsible for ongoing projects.
6. Incremental debt charges and operating cost of new capital projects have been identified and included in the Five-Year Forecasts of Program Costs.

GLOSSARY OF TERMS

Apportionment

Expressed as a percentage, this represents each area municipality's share of the Region's levies to be raised through taxation. Apportionment is based on a complex formula which converts property assessment to equalized assessment. Each area municipality's apportionment is equal to its proportionate share of the total discounted equalized assessment (market value) within the Region.

Boards and Commissions

Autonomous and semi-autonomous bodies such as the Police Commission and the Library Board for which the Region is responsible for funding from property taxation.

Consolidated Expenditures

Total of Operating Expenditures, Capital Financing Expenditures (excluding transfers from Current to Capital funds) and Capital Project Expenditures for all Functions.

Consolidated Revenue

Total of Operating Revenues, Capital Receipts and Capital Financing for all Functions.

Charges to Other Functions

Internal charges for services provided to other Functions.

C.C.L.

Canada Coach Lines is a transit system which provides inter-urban transit services and links the Region with other major centres.

D.A.R.T.S

Disabled and Aged Regional Transit System, provides transit services for the physically disabled.

Capital Financing Expenditure

Expenditure resulting from Capital Budget includes:

Debt Charges - Existing	•	Debt charges on funds borrowed internally or externally in previous years.
Debt Charges - New	•	Debt charges on funds borrowed internally or externally in 1989 and onwards.
Contribution to Capital	•	Funds earmarked in current operating budgets to aid in financing capital projects.

GLOSSARY OF TERMS (Continued)

External Debenture Debt Charges

Debt charges on funds borrowed on the long term capital markets.

H.S.R./Urban Transit Special Levy

Hamilton Street Railway - Urban Transit System within the boundaries of the City of Hamilton. Services beyond the City of Hamilton boundaries are recovered from each area municipality under Route Deficit Agreements.

Incremental Operating Costs

Costs generated by the capital expenditure which impact on future operating budgets. (ie. Additional staff and materials required for new water pumping station).

Industrial Land

Fully serviced Regionally-owned land which is offered for sale for the purpose of attracting commercial and industrial development within the Region.

Internal Debt Charges

Debt charges on funds borrowed from Regional Reserves.

Net Expenditure

Total Gross expenditures less directly allocable Program Revenues.

PARCILS

Parcil related Computer Information Library System.

Payments in Lieu

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

Revenue Items - Capital Budget

Subsidies	• Subsidies include Provincial and/or Federal grants specific to capital expenditure.
Current Contribution	• Funds earmarked in the current operating budgets to aid in the financing of capital projects.
Local Improvements - Owner's Share	• Portion of capital project costs which are assessed on the abutting property owners who derive benefit from the works.
Financing - External Sources	• Funds raised by the issue of debenture debt on long term capital markets.
Financing - Internal Sources -	• Funds transferred from Region's reserves

GLOSSARY OF TERMS (Continued)

Revenue Items - Capital Budget (Cont'd)

Lot Levy Reserve Contribution	Lot levies or development charges on new development within the Region.
Prior Year's Contribution	Excess contributions from prior year's current operating budget.
Deferred Freeway Financing	Funds transferred from Region's reserve for Freeway project.
Other Revenue	Contribution from contractors, land sales, property rentals.

Revenue Items - Current Budget

Government Grants	Funds provided under various statutes, regulations and agreements to aid municipalities.
Ontario Unconditional	Provincial grants based on various factors including households, levies, and assessment.
Ontario Conditional	Provincial grants on specific types of current expenditures.
Canada Specific	Federal grants based on specific current expenditures.
Fees from Users	Revenue received on a fee, fare, or service charge basis. (Transit fare, development charges, etc.)
Direct Billings - Rates	Direct charges to users for use of water and sanitary sewers.
Billings to Area Municipalities	Direct charges to Area Municipalities for specific services provided.
Other - Regional Sources	
Supplementary Taxes	Additional tax revenue received as a result of new developments added to the tax roll.
Prior Year's Surplus	Excess revenue over expenditure carried forward from previous year.
Current Year's Surplus	Excess of current year revenue over current year expenditure.

GLOSSARY OF TERMS (Continued)

Self-Supporting Services

User supported services - water and sanitary sewers. Revenue is not raised through property taxation but on a user fee basis.

S.W.A.R.U.

Solid Waste Reduction Unit

Tax Levy

The total net expenditure of programs which has to be raised through property taxation. This is levied against all area municipalities based on each area municipality's portion of the total equalized assessment within the Region as determined by the Province of Ontario. Collections are made by the area municipalities through property taxes and forwarded to the Region. The following are the Regional levies:

General	• levied on all municipalities
Storm Sewer	• levied on City of Hamilton taxpayers only
Transit	• levied on City of Hamilton taxpayers only
Library	• levied on municipalities of Ancaster, Flamborough, Glanbrook and Stoney Creek

Taxable Assessment

Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each local area municipality, but each is based on different factors. For example, Hamilton's assessment for 1988 taxation is based upon 1975 market values while Dundas's is based upon 1984 market values. This market value is then divided by historical factors to determine taxable assessment.

Front Cover Pictures

Battlefield Monument, Stoney Creek
Royal Botanical Gardens, Dundas
Hamilton Civic Airport, Glanbrook